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**SOUTH BANK
ACADEMY
TRUST**



JOINING OUR TRUST

**TOGETHER WE CAN
CHANGE THE WORLD**



**SOUTH BANK
ACADEMY
TRUST**

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We are a successful, growing Trust based in the beautiful, historic city of York. We ensure that all children in our primary and secondary schools experience education excellence every day so that they can achieve the very best outcomes – academically and in their personal development.

A warm welcome to our Trust from
Mark Hassack, Chief Executive Officer

TOGETHER, WE CAN CHANGE THE WORLD

As Chief Executive Officer, it is my absolute privilege to welcome you to South Bank Multi Academy Trust.

I became a teacher because I wanted to give every child the opportunity to change the world. I became a CEO of a Multi Academy Trust for the same reason.

As a trust, we work tirelessly to ensure that all children experience educational excellence every day so that they can achieve the very best outcomes – academically and in their personal development. We believe this is every child's right, and our responsibility.

Based in the wonderful city of York, we work hard to ensure that we serve our communities well. Each of our schools is unique, distinctive

and has its own character. As a trust, we don't believe in 'cloned' schools or a 'one size fits all' model. We encourage and celebrate each school's unique approach to providing an excellent education.

At South Bank Multi Academy Trust, we are committed to:

- **Excellence** and a sharp focus on **outcomes**
- **People** and **character**
- **Improvement** through **collaboration**
- **Community** and **inclusivity**

It is my belief that our children should be better prepared and equipped for life as a result of attending our schools, and that our schools should be better for being part of our Trust.



If you have any questions or want to find out more about us, please do get in touch. We would love to hear from you.

Mark Hassack
Chief Executive Officer



A WORD FROM OUR CHAIR OF THE TRUST BOARD

I am proud to be Chair of Trustees in a Trust where children and young people really do come first and where our family of schools are so deeply embedded in the communities they serve. It is a huge privilege to be a part of South Bank Multi Academy Trust and to see how tirelessly all our staff work to ensure that all children experience educational excellence every day. **Ian Wiggins, Chair of Trustees**

We don't just expect excellence in education for the children in our schools, but also our staff, parents, governors and communities.

WELCOME TO OUR TRUST

We are a growing multi academy trust based in the wonderful city of York.

Our wish for our current partner schools, and any wishing to join us, is that they feel like that they belong to a family of schools and not just one of a number of schools gathered together in a Trust.

South Bank Multi Academy Trust came into being in 2016. We have a vision of **Ensuring Excellence**. Not only do we expect excellence in education for the children in our schools, but also for our staff, governors, parents and communities.

We want our schools to experience the true benefits of belonging to a trust: collaboration; school improvement; leadership support; essential central services such as finance, HR and estates and development opportunities for colleagues. Importantly, the experience for children should be exceptional.

We have a strong, recently expanded Central Team, who use their professional skills and experience to support colleagues with all aspects of running a school.

We are ably supported by our Trust Board and are lucky to have experienced, knowledgeable trustees with skills in finance, legal matters, human resources and school governance.

Through our Scheme of Delegation, each school also has a Governing Body, who support the headteachers, set the vision and values of the school and importantly ensure that the school retains its uniqueness and serves its community well.

ENSURING EXCELLENCE

Our continual pursuit of educational excellence means we believe that effective investments today will reap benefits for future cohorts of pupils and staff. Over the past 5 years we have invested more

than £8.4 million in educational infrastructure – both inside and outside the classroom. Projects have included roof and window replacement programmes, boilers, toilet refurbishment, IT infrastructure, LED lighting, new classrooms, and an all weather pitch.

We are ambitious for all of our children. We have a school improvement team, including a trust lead for SEND and Safeguarding. This team works with our schools to ensure excellence in our provision for every child, every day.

South Bank Development is our programme for staff development. We offer both bespoke and generic CPD weekly in SBDevelopment time. We hold an annual trust conference for all staff and optional, additional courses and 'Teach Meets' for staff wanting to access more opportunities to enhance their practice for the benefit of our children and to develop their career further.

OUR GROWING FAMILY OF SCHOOLS...

OUR PRIMARY AND JUNIOR SCHOOLS

CARR JUNIOR SCHOOL

Carr Junior School is situated in the west of York. This inclusive school is known for being at the heart of its community where every child is given the knowledge and skills to aim high and the confidence and the determination to shine bright.

KNAVESMIRE PRIMARY SCHOOL

Knavesmire Primary School is an oversubscribed and highly successful school in the south of the City of York. Its history reaches back to 1915 and the school has been at the heart of its community educating generations of South Bank families.

SCARCROFT PRIMARY SCHOOL

Scarcroft Primary School prioritises building strong relationships, and recognising the unique needs and talents of the school community. The school's vision – Developing all of Me – underpins everything to provide an environment that prepares pupils as confident, healthy and happy citizens so they are able to meet their potential.

WOODTHORPE PRIMARY SCHOOL

Woodthorpe Primary School is based in the south west of York with around 450 pupils ranging from age 3 to 11. The school is a happy, exciting and caring community in which each child thrives.

OUR SECONDARY SCHOOLS

MILLTHORPE SCHOOL

Millthorpe School provides excellent education to over 1,000 11-16 year olds. In addition to delivering strong academic outcomes, Millthorpe is a warm and inclusive community and provides a rich selection of experiences outside the classroom.

YORK HIGH SCHOOL

Formed in 2007 by the merger of two secondary schools, York High School serves the communities of West York and was the first Stonewall Champion School in York and is proud for its work on improving tolerance and caring for others.

OUR VISION AND VALUES

We work tirelessly to ensure that all children experience educational excellence every day.

Our vision is very simple: Ensuring Excellence

We focus relentlessly on ensuring that all children experience educational excellence every day so that they can achieve the very best outcomes – academically and in their personal development. We believe this is every child's right, and our responsibility.

All colleagues within the South Bank Multi Academy Trust are committed to our **EPIC** values:

E EXCELLENCE and a sharp focus on outcomes

Our vision of ensuring excellence is for children, parents, staff, local governing boards, trustees and the wider community. We will always keep this front and centre in all that we do. It applies to all aspects of our work.

OUTCOMES We believe that by focusing tirelessly on outcomes for our children, for academic and personal development, we will ensure that their life chances and life choices are maximised.

P PEOPLE and character

We recognise that it is in our children's best interests to recruit, retain and develop the very best staff in our schools. We continuously develop our staff to be masters of their craft. Any growth

of the trust will depend on developing genuine capacity in advance of need to ensure that both new and existing schools ensure educational excellence every day.

CHARACTER For our children, we are as committed to character education as we are to academic outcomes; developing a visibly strong, pervasive ethos of aspiration in our schools. We foster a strong, shared sense of pride in belonging to an aspirational school community. We ensure that our curriculum enables children to develop their independence, creativity, reflective thinking, team working skills, self management and effective participation. We expect kindness from every adult and child – even when it's difficult; especially when it's difficult.

I IMPROVEMENT through collaboration

We believe in a clear model for continuous school improvement across our family of schools: **The South Bank School Improvement Model** (*find out more on page 11*). This is underpinned by an ethos of open accountability and genuine transparency. This best enables us to ensure educational excellence every day for our children.

COLLABORATION Our schools are equal partners committed to true collaboration. We agree on best practice in all aspects of our work and then work together to make this world class. We also believe in our civic role and in collaborating beyond the trust for the benefit of children.

C COMMUNITY and inclusivity

We believe that a school is at the heart of its community. As well as ensuring that the trust's vision and values are realised, schools have agency to retain and develop their own unique character, culture, ethos and community links. We believe this is in the best interests of the children and communities we serve as a trust.

INCLUSIVITY We strive for all our schools to be truly inclusive and we believe the diversity of our community makes our schools stronger and richer. We actively monitor and tackle all forms of inequality and discrimination. We aim to reflect the full diversity of the communities we serve in our staff and governance.

TALKING HEADS

"Being part of South Bank Multi Academy Trust gives us so many opportunities for collaboration, sharing of best practice and working together to ensure excellence in everything we do."

GEMMA GREENHALGH
Headteacher, Millthorpe School

"A South Bank Multi Academy Trust education ensures that all children experience educational excellence every day. Through working with colleagues and partners, we can help our young people achieve the very best outcomes both academically and in their personal development."

ADAM COOPER
Headteacher, Knavesmire Primary School

If your vision and values align with ours and you'd like to find out more, do please get in touch.

■ hello@southbanktrust.co.uk



OUR CURRICULUM

Our vision is centred on excellence. To achieve this vision, we provide curricular excellence for every child, every day.

Each of our schools will deliver an agreed Trust-centred curriculum, which not only creates amazing opportunities for collaboration across our schools, but also ensures a high quality offering throughout the Trust.

AMBITION

AMBITIOUS INTENT Our inclusive curriculum means that all children are taught the most important knowledge, in the most appropriate sequence, to enable them to succeed.

For young people attending our primary, junior and secondary schools, we provide an accessible and enjoyable educational experience, develop life-long skills and offer a wealth of rich experiences to enhance the curriculum.

PLANNING

SOLID FOUNDATIONS Across our curriculum, each stage is carefully planned to prepare for the next. Curriculum planning focuses on core and subject content knowledge to enable knowledge recall, fluency, automaticity and deep understanding.

Expert subject specific planning across all subjects in parallel with an absolute focus on personal development, ensures we clearly define what children learn across each year and realise our vision of ensuring excellence.

SCOPE

FUTURE FOCUSED The scope of our curriculum in all areas is at least as ambitious as the National Curriculum at each stage so that our children can meet or exceed age-related national expectations and progress well to their next phase of education.

EXCELLENCE

EDUCATIONAL EXCELLENCE Across our curriculum, we decide on the most important knowledge required in each subject at each stage and

our teachers effectively adapt schemes of learning to meet the needs of students in their classes.

The South Bank approach ensures that schools and teachers have absolute flexibility in their curriculum; taking into consideration local context, alongside parent and child choice and needs within our offer and design.

Our schools robustly plan to best secure our children's learning and progress and provide educational excellence for every child, every day.

OUR HOLISTIC CURRICULUM

For the children in our care to have the best education, we believe our curriculum should be: intrinsic, enhancing, academic, with elective elements;

INTRINSIC CURRICULUM

We believe in being positive; caring for each other; and succeeding together:

- Attitudes to learning
- Positive behaviour
- Behaviours for learning
- Learning routines
- High expectations

ENHANCEMENT CURRICULUM

We believe that education should support personal growth:

- South Bank Remembers
- South Bank Responds
- South Bank Reflects
- Personal accountability
- Leadership
- Excitement
- Community & partnerships
- PSHE
- SMSC
- Relationships and Sex Education
- Health education
- Mental well-being
- Emerging issues
- Decision-making
- Celebration
- Creative activities that inspire every child to go further than they ever thought possible

ACADEMIC CURRICULUM

We believe in a rich, broad, balanced, and enriching curriculum:

- Reading, Writing and Maths
- Cross-curricular links
- Cross-cutting themes
- Catch-up and keep up intervention
- Extended learning
- Creative Thinking
- Online learning programmes
- Purposeful and ambitious learning for all children

ELECTIVE CURRICULUM

We believe in meaningful education beyond the classroom:

- After school programme
- Trips and visits

- School representation
- Pupil Action Groups and pupil voice
- Performances and events
- Residential experiences
- Community work
- Arts and Sports, and
- 50 things students will do before they leave the Trust!

GATEWAY TO EXCELLENCE

Our robust curriculum is supported by the South Bank 'GATEway to Excellence' model for effective, focussed and purposeful intervention.

This ensures the very best outcomes for children – academically and in their personal development.

THE SOUTH BANK GATEWAY TO EXCELLENCE

1	G	G	A	T	H	E	R	I	N	F	O	R	M	A	T	I	O	N							✓	
2	A	A	N	A	L	Y	S	E	I	N	F	O	R	M	A	T	I	O	N							✓
3	T	T	A	K	E	S	W	I	F	T	+	F	O	C	U	S	E	D	A	C	T	I	O	N	✓	
4	E	E	V	A	L	U	A	T	E	I	M	P	A	C	T										✓	



SCHOOL IMPROVEMENT

Our model for continuous school improvement ensures that we are focused on ensuring educational excellence, every day. Our pursuit of excellence is based on the following foundation stones:

SYSTEMS AND POLICIES

Our systems and policies, both centralised and school-based, ensure that we are operationally effective and efficient in providing the best education for our children.

We prioritise systems for staff support as part of our People Strategy. We also ensure that systems and policies around subject CPD, curriculum construction, quality assurance, timetabling,

marking, assessment and behaviour management positively affect the quality of education.

OUTSTANDING OUTCOMES FOR CHILDREN

We focus relentlessly on outcomes for all children, including the most vulnerable, both academically and in their personal development. All staff are sharply focused on outcomes because

we recognise that these give our children life chances and life choices.

UNITED AND INSPIRATIONAL LEADERSHIP

Our leadership at all levels is about clear vision, direction, removing barriers and ensuring that our schools are better places for being part of the trust. This includes ensuring high quality training and development for all staff as part of our people strategy.

Leaders across the trust create a culture where staff and children have a genuine sense of belonging and have freedom to excel as individuals.

TEACHING AND LEARNING OF THE HIGHEST QUALITY

Our constant and consistent approach to improving teaching and learning is centred on the fundamentals of effective

teaching and learning. Our staff develop their own style and become masters of their craft. Importantly, it enables children to know more and remember more.

HIGH EXPECTATIONS AND RAISING STANDARDS
We create a safe, positive and respectful school culture in which staff know and care about children. We have clear and effective behaviour and attendance policies, applied consistently and fairly by all staff. We know that insisting on high standards and expectations improves attitudes and has a long-term impact on how children approach their education and later life.

BROAD, BALANCED AND FINANCIALLY VIABLE CURRICULUM
Alongside our robust personal development curriculum, including character education, we have an ambitious, knowledge based curriculum in our schools for all children, including disadvantaged and those with SEND.

We carefully identify what we want the children to know and sequence this knowledge so that highly effective learning takes place. We use curriculum led financial planning to ensure that our curriculum is fit for purpose financially as well as educationally.

ASSESSMENT AND INTERVENTION
We assess formatively and summatively; we track learning carefully and intervene with pace and precision to ensure that children catch up, keep up and excel educationally.

The South Bank 'GATEway to excellence' model for effective, focussed and purposeful intervention

ensures the very best outcomes for children – academically and in their personal development. Our GATEway model focusses on the following key areas:

- Gather information
- Analyse information
- Take swift and focused action
- Evaluate impact

NUMERACY AND LITERACY – THE FOUNDATIONS FOR ALL LEARNING
We place mathematics, reading and writing at the core of education. Reading is of utmost importance. We know that unless children can read, they can't learn to the full. We therefore strive to ensure that every child will learn to read accurately and speedily, regardless of their background, needs or abilities. We ensure that all pupils, including the weakest readers, make sufficient progress to meet or exceed age-related expectations.

KINDNESS – EVEN WHEN IT'S DIFFICULT, ESPECIALLY WHEN IT'S DIFFICULT
Schools are about people – children and adults. We expect and insist on kindness – **always**.



OUR STRATEGIC APPROACH

We completely understand the need for schools to research and quantify the benefits of joining a MAT and hope you find the following answers valuable...

FACTS TO FAQs

DO WE KEEP OUR OWN UNIFORM, LOGO, VALUES AND IDENTITY?

Yes – we believe that schools should keep their uniqueness and distinctiveness. It is part of our values.

DO WE ADOPT THE MATS VALUES? DO THEY MATCH OURS?

All schools operate within the MAT's vision and values and they also develop and maintain their own vision and values which ensures that the school retains its uniqueness. No school has changed their own vision and values since joining the MAT.

WILL THE SCHOOL BE ABLE TO MAINTAIN ITS INDEPENDENCE AND TRADITIONS?

Yes – and this is absolutely encouraged and celebrated. However, we do want aspects of the school's independence and traditions shared between all of our schools at our weekly headteacher meetings, our conference and weekly development meetings – both primary and secondary. This is because we recognise that we are all always learning and that school improvement is never 'done'.

One of our values is 'Improvement through Collaboration' – we encourage,

accept and celebrate our differences whilst learning from each other and making our practice world class.

WOULD THE TEACHING OF THE CURRICULUM BE AFFECTED?

We want teachers to be able to teach in their own style and we want schools to be able to have their own personality. The pedagogy and teaching (the how) of the curriculum is the headteacher's and the school's character. We do share what we do at our weekly headteacher meetings so that we can learn from each other and continuously develop for the benefit of our children.

WOULD WE FOLLOW THE SAME PROGRAMMES OF STUDY? HOW MUCH INFLUENCE DOES THE MAT HAVE OVER ACADEMIC PRACTICES?

Our schools are equal partners committed to true collaboration. We agree on best practice in all aspects of our work and then work together to make this world class. We work hard to establish what we have in common so that we can collaborate effectively. Our curriculum constantly develops and when we change, we change together.

WHAT ABOUT CHILDREN WITH SEND/HEALTH ISSUES? WILL THERE STILL BE LA AND OTHER AGENCY INVOLVEMENT?

We have a Director of SEND and Safeguarding in our central team who will work to enhance and support the work with students with SEND and on whole school safeguarding practices. Our schools work closely with the local authority.

HOW WILL PUPILS BENEFIT FROM BEING PART OF YOUR MAT?

We have a huge emphasis on personal development. In fact, we have a Director of Personal Development as part of the central school improvement team. The Director of School Improvement is focussed on ensuring that all children have the very best overall experience whilst they are part of one of our schools.

Our systems and practices ensure that they achieve the best possible outcomes academically. This means that our vision of ensuring excellence every day in personal development and academic achievement is realised. This ensures that every child's life chances are maximised.

FACTS TO FAQs

HOW DO MATS OPERATE?

MATs operate in various ways. We believe South Bank MAT is unique. We are a small MAT with a focus on personal development and academic excellence. We believe that the best way of achieving this is to **improve** through **collaboration** whilst ensuring that our schools retain their uniqueness and distinctiveness.

Some MATs want all schools to operate in exactly the same way, teach in the same way or for headteachers and other leaders to operate in exactly the same way. We don't insist on this at all.

We do, however, have some things (for example common assessment points/data collection points, the same meeting/training time each week and the way we collaborate) which are the same and it is these things that bring us together as a family of schools, celebrate differences and enable us to learn from each other for the benefit of all children in our trust.

WHAT MODEL OF LEADERSHIP AND MANAGEMENT IS WITHIN THE MAT?

Our trustees are committed to improving the lives of children and truly believe in effective strategic governance, including local (school) governance. Local Governing Boards are sub-committees of the Trust Board.

The CEO works closely with headteachers. Along with the school improvement team, the CEO is a highly visible leader, in schools regularly to support and be part of, and enhance, the school team.

Our schools have various models of leadership, appropriate to their context.

Our central team provides business and operational support as well as school improvement support so that headteachers can be headteachers! (And get all the support they need to do their best for their children.)

HOW WILL RECRUITMENT AND STAFFING WORK?

Headteachers and school business leaders work with the CEO, CFO and Director of HR to set their staffing structure, in line with their budget – ensuring that it is appropriate to their school and context.

For recruitment, our central HR team processes and advertises roles for schools and collates all applications. They then pass these to school leaders to shortlist. The team will provide further administrative and/or organisational support for the selection process if required.

WHO IS RESPONSIBLE FOR SAFEGUARDING?

The Trust Director of SEND and Safeguarding is the lead professional for safeguarding in the trust. The purpose of this role is to ensure and assure consistency across our schools, share best practice and to make sure that our most vulnerable children get the very best possible provision. The Director of SEND and Safeguarding works across all of our schools with school leads, responsible for safeguarding in their school, in these areas to enhance and quality assure our work.

WHAT ABOUT OUR BUILDING'S MAINTENANCE AND REPAIR?

The Director of Estates is the trust's lead for ensuring that buildings and grounds are well maintained. They

work with school site teams to help them in their role and also lead on health and safety and compliance across the trust. They also lead on capital building projects.

WILL OUR SCHOOL CONTINUE TO HAVE A SAY IN BUDGET ALLOCATIONS?

Yes, your school will take part in the budgeting process and have a say in the budget allocations, within parameters set by the trust central executive team.

HOW WILL SCHOOL FUNDING FOR THE SCHOOL BE CALCULATED?

School funding will be calculated with reference to similar factors used in the National Funding Formula, ie, pupil numbers, levels of deprivation, free school meal entitlement etc.

HOW IS THE ANNUAL BUDGET DISTRIBUTED AND WHAT PERCENTAGE IS TAKEN BY THE TRUST FROM THE SCHOOL BUDGET?

The school budget is distributed with reference to National Funding Formula factors, parameters set by the trust central executive team, to national benchmarks, and school needs. The trust central services allocation is 5.6% of General Annual Grant and related funding.

WILL OUR SCHOOL BENEFIT FROM ADDITIONAL FUNDING IF WE JOIN THE TRUST?

Yes, the trust receives a School Condition Allocation, which is used to improve the school buildings for their students. The trust bid for, and won, a grant to produce a decarbonisation plan, which

will be used to bid for funding to carry out upgrades of the school estate infrastructure. The trust is a charitable body, which gives schools access to bid for funding, which is not open to maintained schools.

WILL OUR SCHOOL BENEFIT FROM REDUCED COSTS IF WE JOIN THE TRUST?

The trust central team has carried out a number of joint procurement exercises that have resulted in cost savings to schools, for example in the following areas, broadband, gas supply, water supply, photocopying and cleaning services. The central services function will also enable efficiencies in school operational areas.

WHO PROVIDES ONGOING SUPPORT FOR THE SCHOOL?

One of our values is 'Improvement through collaboration'. Our school leaders work together on school improvement to ensure that best practice is shared and that all staff and children benefit from this.

The central team consists of a CEO, an experienced headteacher and executive leader who is also a National Leader of Education. The central team also includes the following posts which are designed to provide continuous support to schools:

- School Improvement Partner (an experienced headteacher and a National Leader of Education)
- Director of School Improvement
- Director of Personal Development
- Director of SEND and Safeguarding

Our central business support team includes following posts which are designed to provide continuous support to schools:

- Chief Finance Officer; leading the trust finance team.
- Director of Human Resources; leading the trust HR team.
- Executive Officer; coordinating the trust's services to schools.
- Director of Estates; leading on all areas of estates and health & safety.

HOW WILL OUR CURRENT STAFF TEAM BENEFIT FROM BEING PART OF THE TRUST?

- Staff will benefit from ongoing collaboration between all trust schools.
- They will also benefit from our people strategy (a range of incentives, including salary sacrifice schemes, and ways of working to enhance the employee experience).
- Access to our Employee Assistance Programme which provides practical and emotional support on any issues at home or work.
- We have an aligned 'South Bank Development' each week (the time for staff meetings and CPD), which facilitates cross trust working and collaboration.
- There are enhanced career opportunities for all staff; with the possibility of working on trust-wide projects and contributing to trust-wide initiatives and policies.
- An annual trust conference

which brings together all staff in the trust in one venue. This full-day event includes CPD, sharing practice and networking.

- We offer a range of courses which staff at all levels can opt to engage with (eg. middle leadership, senior leadership, school business leadership)

WILL JOINING THE TRUST MEAN THAT STAFF WILL BE MADE TO MOVE AWAY FROM NATIONAL TERMS AND CONDITIONS (NJC AND STPCD/BURGUNDY BOOK)?

No, South Bank MAT is committed to maintaining both teaching and support staff national terms and conditions. This includes maintaining membership of both the Teachers' Pension Scheme and the Local Government Pension Scheme, and the application of both the Burgundy Book and STPCD for teachers, and the NJC terms and conditions of service for support staff.

READY TO FIND OUT MORE?

We hope you've enjoyed finding out more about our Trust and the information in this brochure has been useful.

If you have any additional questions or would like to arrange a visit to one of our schools, we'd love to hear from you.

Please email hello@southbanktrust.co.uk or give us a call on **01904 806460**

