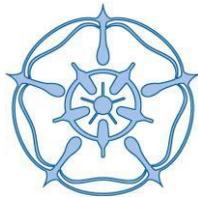


CONSULTATION DOCUMENT

Proposal for Carshalton High School for Girls
(CHSG) to join the Nonsuch and Wallington
Education Trust (NWET)



Introduction

This Consultation Document outlines the proposal for Carshalton High School for Girls (CHSG) to join the Nonsuch and Wallington Education Trust (NWET). This document has been jointly prepared by the NWET Board and the Governing Body of Carshalton High School for Girls.

The current educational landscape places great emphasis on collaboration and the grouping together of schools through multi academy trusts in order to support and challenge each other to raise standards, realise efficiencies and improve the outcomes for students.

As at June 2017, 77% of all secondary academies in the South London/South East region were part of a multi academy trust including 63% of all secondary academies and this trend towards more schools joining multi academy trusts continues. The Nonsuch and Wallington Education Trust, which is a multi academy trust, was formed in September 2015 and currently comprises Nonsuch High School for Girls and Wallington High School for Girls.

Both NWET and CHSG have very similar visions, strengths and synergies and both organisations are committed to delivering excellence in girls' education. The NWET Board and the CHSG Governing Body have evaluated the potential advantages to both parties of CHSG joining the Trust and agree that these strengths and synergies can be further enhanced by expanding the Trust to include CHSG. This would allow all schools in the Trust to share and develop their knowledge and expertise in girls' education and ensure that they continue to secure strong outcomes for all students. Going forward, the NWET name will change to better reflect the future composition of the Trust and emphasise the commitment to excellence in girls' education. The preferred name is Girls' Learning Trust and this will be confirmed in due course.

In order to make the final decision the NWET Board and the CHSG Governing Body are actively seeking the views of staff, parents/carers and other stakeholders. This document explains the proposal in more detail and also outlines how to contribute to the consultation process.

The NWET Board and the CHSG Governing Body will decide whether or not to proceed with the proposal at their respective meetings during November/December 2017 and will give due regard to the responses from the consultation process. Alongside this they will also undertake a thorough Due Diligence process. It is anticipated that, subject to this final approval, the target date for CHSG to join NWET would be 1 February 2018.

Tony Hyams-Parish

Paul Harding

Chair of NWET Board

Chair of CHSG Governing Body

20 September 2017

The NWET strategic vision

Core Purpose

NWET is an all-girls Trust that delivers a first class education to young women ensuring that they realise their full potential and are well prepared for their future.

This is achieved through:

- ❖ Delivering excellent standards of teaching and learning consistently across the Trust, setting high expectations for all, adopting an evaluative approach to improving performance and securing strong outcomes for all students
- ❖ Developing a deep understanding of how girls learn, develop and thrive to become a centre of excellence in girls' education and using this to underpin a common approach to education across the Trust
- ❖ Collaborating across the Trust to ensure each school provides and receives support where needed
- ❖ Ensuring a range of professional development and career progression opportunities across the Trust to enable the recruitment and retention of excellent staff
- ❖ Providing effective pastoral provision for all students ensuring they are supported, developed and well cared for during their time in the Trust
- ❖ Embedding high aspirations for all students
- ❖ Creating an exciting, challenging and creative curriculum across the Trust, both inside and outside of the classroom, to allow all students to realise their full potential
- ❖ Securing a financially viable Trust through strategic financial and operational management and by working collaboratively to maximise financial efficiencies
- ❖ Appreciating and benefitting from the important role that all stakeholders play within the Trust

Core Values

NWET values are shared by everyone and inform the decision making of the Trust. They are:

Excellence-NWET exists to provide excellence in girls' education and this excellence permeates everything from the high standards of teaching and student learning in the classroom to the service that every visitor receives when they enter the schools in the Trust.

Support-Each school in NWET is both a giver and receiver of support from others. Support given to each school and between the leadership teams, departments and staff within each school is fundamental to success.

Respect for all- Everyone within NWET has a valuable part to play in its success and has the opportunity to contribute. This includes staff at all levels in the organisation as well as students, parents, trustees and governors.

Inclusivity- NWET welcomes and celebrates its diversity and ensures that everyone within the Trust community has the opportunity to succeed regardless of gender, ethnicity, race, religion, sexuality, disability or socio- economic background.

Celebrating Success- Everyone takes pride in the success of the schools within NWET and the part they play in it. Opportunities are actively sought to share and celebrate success across the Trust, individual schools and the local communities.

NWET successes to date

NWET was formed in September 2015 and to date has achieved the following:

-  The continuation of strong student outcomes at both schools
-  A Trust-wide improvement strategy focussed on collaboration and support between schools including executive team support, a cross-trust departmental review programme and support for underperforming departments
-  Effective staff development including a Trust wide teacher development programme, an annual NWET staff conference, and a sharing of expertise and resources
-  Increased student opportunities through subject collaboration, joint careers events, Higher Education programme, competitions and student leadership training
-  Continued recruitment of excellent staff
-  The freeing of the Headteachers from many of the business functions of the school to allow more of a focus on teaching and learning in the school and ensuring the continued provision of an excellent standard of education
-  Effective sharing and benchmarking of school data enabling better evaluation of performance

- ❁ Centralisation of support functions resulting in significant cost savings
- ❁ A strong Trust Board and governance model that includes Local Governing Bodies (LGBs) and allows specialisation at Trust committee level
- ❁ A financially secure Trust that is able to support and manage further growth of the Trust

NWET Strategic Aims 2017-2020

From now to the end of 2020, NWET aims to:

- ❁ Grow as a Trust within the London/South East area remaining as an all-girls Trust that becomes a centre of excellence in girls education and includes non-selective schools to further strengthen the model
- ❁ Support the two current schools in the Trust in achieving an Ofsted 'Outstanding' grade
- ❁ Retain financial stability as the Trust grows by maximising the economies of scale that managed growth will bring
- ❁ Ensure that the proportion of disadvantaged students within each of the current schools in the Trust better reflects the local community they serve
- ❁ Develop a cross Trust programme for supporting and educating both staff and students in positive mental well being

The NWET name will change to better reflect the future composition of the Trust and emphasise the commitment to excellence in girls' education. The preferred name is Girls' Learning Trust and this will be confirmed in due course.

The NWET Governance/Executive Team structure

A multi academy trust (MAT) is a legal structure that brings two or more schools under the control of one governing board, while still functioning as separate schools that retain their own identity. The Nonsuch and Wallington Education Trust (NWET) is a MAT.

NWET has three levels of governance. Firstly it has Members which are similar to the shareholders of a company except that as a charity there are no profits. NWET currently has four members and their role is to oversee of the governance arrangements of NWET and appoint the Trustees.

The second level of governance is the NWET Board (the board of trustees/directors). There are currently 7 trustees/directors on the NWET Board who are:

- ❖ The overall governing body for NWET and all the schools within
- ❖ Responsible for setting the strategic direction for NWET including key performance indicators (KPIs) for the Trust and the schools
- ❖ Accountable for the educational performance of all schools in the Trust
- ❖ The employer of all staff in the Trust
- ❖ Responsible for determining Trust wide policies as appropriate

Biographies of the current NWET Board can be found in Appendix A of this document and more information on the governance structure, including the scheme of delegation, can be found by accessing the NWET website pages via the link below:

<http://www.nonsuchschool.org/321/welcome-from-the-executive-head>

It is proposed that if CHSG joins the Trust then the NWET Board would expand to include representation from CHSG.

The third level of governance comprises the Trust Committees including Local Governing Bodies (LGBs). These committees report to the Board and enable it to carry out its functions. Alongside the LGBs there are Trust Finance, HR and Curriculum committees which include representation from both the Trust Board and the LGBs.

The LGB at each school is a committee of the NWET Board and;

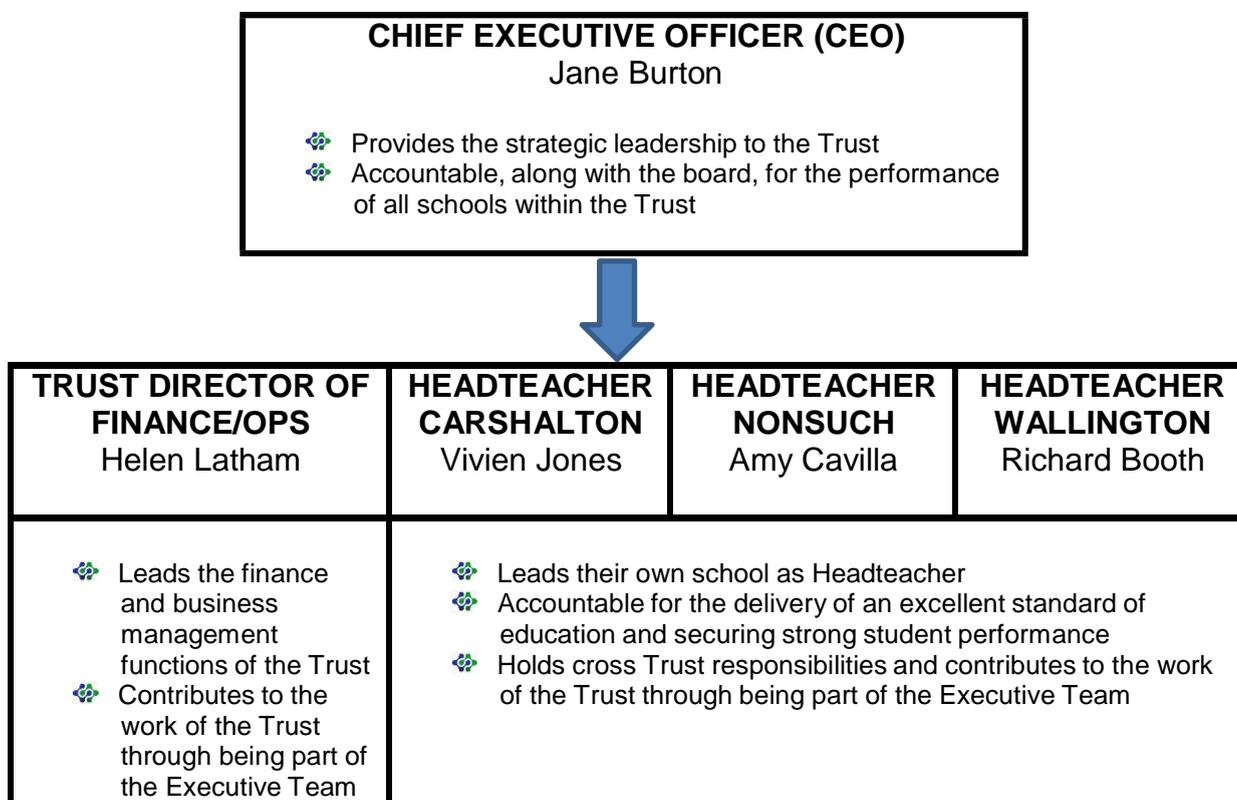
- ❖ Is responsible to the Trust Board for the performance of the school
- ❖ Supports and challenges the Headteacher and the school leadership to secure strong student performance
- ❖ Provides oversight and monitoring of the school's activities to ensure an excellent standard of education is delivered
- ❖ Achieves the KPIs set by the Trust Board and delivers the school development plan
- ❖ Contributes to the wider work of NWET through the membership of the Trust committees

It is proposed that if CHSG joins the Trust then there would continue to be a LGB at the school and the Trust Finance, HR and Curriculum committees would expand to include representation from CHSG.

In addition, an Executive Team made up of the Chief Executive Officer (CEO) of the Trust, the Trust Director of Finance and Operations (DFO) and the Headteacher of each school works strategically to shape the direction of the Trust and manage the day to day operations.

It is proposed that if CHSG joins the Trust then their Headteacher, Vivien Jones, will play an important role as part of this Executive Team, embedding CHSG into the Trust structure and providing valuable expertise as the Trust grows to include further non-selective schools.

The new Trust Executive team will be as follows:



Biographies of the Executive Team can be found in Appendix B of this document.

The chart below illustrates how the day to day management of the schools is currently structured within the NWET model:

What remains with each school	What is centralised	Where collaboration happens
<ul style="list-style-type: none"> ✿ Clear identity for the Headteacher and leadership team ✿ Setting and delivery of the school development plan ✿ Day-to-day management of the school ✿ School procedures and systems ✿ School data, assessment and reporting ✿ Communication with parents ✿ Defined role for the LGB 	<ul style="list-style-type: none"> ✿ Setting of Trust strategic priorities and KPIs ✿ Finance function ✿ HR function ✿ IT function ✿ Trust-level Data reporting ✿ Statutory policies ✿ Admissions & entrance testing 	<ul style="list-style-type: none"> ✿ Through the work of the Executive Team ✿ Giving and receiving of support for individual department/areas ✿ Sharing and developing expertise in girls' education ✿ Cross- trust departmental reviews ✿ Staff training and development ✿ Student development/leadership ✿ Careers/work experience and UCAS programme

Advantages to NWET

The advantages for NWET if CHSG join the Trust are as follows:

- ✿ NWET will be further strengthened by the addition of another excellent, all-girls, local school
- ✿ This further strengthening of the all-girls identity of the Trust will allow NWET to develop as a centre of excellence in girls education
- ✿ Increased opportunities for collaboration and staff/student development will support NWET in continuing to maintain strong student outcomes
- ✿ NWET will benefit from the knowledge and expertise that CHSG will bring particularly through the Headteacher and Governing Body
- ✿ CHSG joining will widen NWET to more than just selective education and they will provide valuable expertise in this area as the Trust grows
- ✿ NWET will benefit from the opportunities to share services with CHSG and maximise the economies of scale that the expansion of the Trust will bring

Advantages to CHSG

The advantages for CHSG in joining NWET are:

- ✿ The CHSG vision and values are very much in line with those of NWET
- ✿ NWET is committed to all-girls education and growing the Trust with this clear identity
- ✿ CHSG will be joining NWET in the early stages of its growth journey and so will be in a position to be instrumental in shaping the Trust as it expands further, in particular providing essential leadership and experience as a non-selective school
- ✿ Opportunities for collaboration and staff/student development within the Trust will support CHSG in continuing to maintain strong student outcomes
- ✿ The NWET model retains a clear identity for the school, the Headteacher and the LGB which is important to CHSG as a well-established and successful school
- ✿ CHSG will benefit from all the opportunities that collaboration through the Trust will bring e.g. student opportunities, staff development, school/department support
- ✿ CHSG will achieve financial efficiencies through the economies of scale that the Trust model would provide

Consultation process

Prior to making a final decision the NWET Board and CHSG Governing Body are actively seeking the views of:

- Staff and their union representatives within NWET and CHSG
- Parents and carers within NWET and CHSG
- Local primary and secondary schools
- The local authority and neighbouring local authorities
- Other interested parties including local MPs

This consultation document will be distributed to all of these stakeholders and will also be available on the NWET and CHSG websites. The consultation period will run from **Wednesday 20 September 2017** until **noon on Monday 6 November 2017** to allow time for all stakeholders to consider the proposal and respond to the consultation if they wish.

The decision by the NWET Board and the CHSG Governing Body to proceed with this proposal will take into account responses from stakeholders as part of the consultation alongside the outcome of a thorough due diligence process.

Responses to the consultation can be made by email or in writing as follows:

By email

There are two dedicated email accounts for consultation responses:

- for current NWET schools (Nonsuch and Wallington) School for Girls – consultation@nwet.org.uk
- for Carshalton High School for Girls – consultation@chsg.org.uk

In writing

Written responses can be sent to the either of the addresses below:

Mrs Nichola Owen
NWET Administrator
Nonsuch and Wallington Education Trust
Ewell Road
Cheam
SM3 8AB

Mrs Sam Willard
Headteacher's PA
Carshalton High School for Girls
West Street
Carshalton
SM5 2QX

Biographies of the Trust Board

Tony Hyams-Parish, Chair of Trust



Tony has been the Chair of the Trust since it was formed in 2015. Prior to that, he was Chair of Governors at Nonsuch High School for Girls where his daughter was a pupil until 2013. Tony started his working career as a primary school teacher, later requalifying as a barrister and was involved in representing schools, local authorities and pupils in judicial review cases challenging school admission and exclusion decisions. Now an experienced employment lawyer of 15 years and a Partner in a corporate law firm, as well as a director and board member, Tony advises businesses and organisations on a wide range of people and employment law issues. He sits on the diversity council of the International Bar Association and speaks at conferences around the world on equality and discrimination issues.

Sandy Gillett – Vice Chair of the NWET Board



Sandy is currently Vice Chair of the NWET Board. From September 2015 to December 2016 she was Chair of the Wallington High School for Girls Governing Body, having joined in December 2013. Previously Sandy had been a governor and Chair of Governors at Wallington County Grammar School for Boys. Prior to her retirement Sandy worked in Human Resources in the NHS and was HR Director of an NHS Trust. She is a Chartered Fellow of the Chartered Institute of Personnel and Development and has a Masters in Organisational Behaviour from Birkbeck College, University of London. Sandy is also an accredited coach and is qualified in psychometric testing.

Jane Burton – Chief Executive Officer (CEO)



Jane provides the strategic leadership to the Trust and is accountable, along with the Board, for the performance of all the schools within. After graduating with a degree in Economics, Jane enjoyed a successful career in business and entered the teaching profession in 2000. She held several middle and senior management positions within local schools and was appointed as Headteacher of Wallington High School for Girls in 2012. Jane was appointed as Executive Head of Nonsuch and Wallington Education Trust when it was formed in 2015 and has now moved to the position of CEO from September 2017. Jane will become the joint President of the Association of State Girls' Schools from November 2017 and is also a member of the Governing Body of Royal Russell School in Croydon.

Alex Clark - Trustee



Alex has been involved with Nonsuch and Wallington since 2008, first as a governor and more recently as Trustee. Alex has been a primary head teacher since 2001 and is now Executive Head of Cirrus Primary Academy Trust, a primary school Multi-Academy Trust with three academies in Croydon and Sutton. Alex is a National Leader of Education.

Nigel Pepper - Trustee, Chair of Curriculum Committee



Nigel has enjoyed a long career in finance and business and has held senior positions in a number of leading international institutions. He has an accomplished track record in risk management, developing strong and sustained partnerships with clients, industry bodies and regulators. Nigel employs his extensive strategic and analytical experience to drive educational improvements across the Trust and increase opportunities for students from all abilities and backgrounds. He holds a Masters degree from Imperial College in London and is a founding trustee of NWET.

Susan Rahman, Trustee, Chair of Finance Committee



Susan is a Chartered Accountant and Auditor with over 25 years' experience and leads and manages her own business within the local area. She holds a degree in Physiology and Biochemistry from Kings College, London. Susan attended Nonsuch as a student and enjoyed several years serving on the Nonsuch Governing Body prior to joining the Board as a trustee when the Trust was formed in 2015.

Philip Taylor – Trustee, Chair of HR Committee



Philip was a parent governor at Nonsuch for 8 years prior to joining the Board as a Trustee when the Trust was formed. Philip has spent his career in a variety of roles at IBM, and is currently the Chief Operating Officer for IBM's European Artificial Intelligence division. Outside work, Philip is a keen musician belonging to two amateur orchestras in London. He can occasionally be seen in the jazz band at Nonsuch.

Biographies of the new Executive Team

Jane Burton – Chief Executive Officer (CEO)



Jane provides the strategic leadership to the Trust and is accountable, along with the Board, for the performance of all the schools within. After graduating with a degree in Economics, Jane enjoyed a successful career in business and entered the teaching profession in 2000. She held several middle and senior management positions within local schools and was appointed as Headteacher of Wallington High School for Girls in 2012. Jane was appointed as Executive Head of Nonsuch and Wallington Education Trust when it was formed in 2015 and has now moved to the position of CEO from September 2017.

Jane will become the joint President of the Association of State Girls' Schools from November 2017 and is also a member of the Governing Body of Royal Russell School.

Helen Latham - Director of Finance & Operations (DFO)



Helen has cross-Trust responsibility for finance, HR, premises, IT, health & safety and company secretarial matters. She was appointed DFO in November 2015, having previously been Business Manager at Wallington High School for Girls. Prior to this, Helen worked for the BBC, Jones Lang LaSalle and PricewaterhouseCoopers in the UK, USA and Hong Kong, specialising in strategic planning, operational property and investment decisions. She qualified as a Chartered Surveyor in 1994, having obtained a degree in Land Economy from Cambridge University in 1992.

Vivien Jones-Headteacher at Carshalton High School for Girls



Vivien was appointed as Headteacher of Carshalton High School for Girls in September 2005. Having graduated with a Bachelor of Education degree, Vivien completed a Masters degree in 2000 and subsequently the National Professional Qualification for Headship just prior to being appointed at CHSG. Before becoming Headteacher, Vivien held middle leader pastoral roles and senior posts in Croydon and Norwood Girls' School in Lambeth as Deputy Principal. Having taught in girls' schools since 1999, Vivien is passionate and totally committed to maximising the educational opportunities and success of girls.

Amy Cavilla - Headteacher at Nonsuch High School for Girls



Amy was appointed to the post of Headteacher in September 2016, having previously been the Deputy Headteacher at The Tiffin Girls' School in Kingston upon Thames. Prior to this Amy was Head of Faculty in an international school and a mixed comprehensive school in North Oxfordshire. She graduated with a degree in Modern Foreign Languages in 1991 and completed a Diploma of Education from Oxford University's Department of Education in 2003. She has been involved in girls' education for the last 14 years.

Richard Booth- Headteacher at Wallington High School for Girls



Richard was appointed to the post of Headteacher in September 2016. Prior to this he had been Deputy Headteacher at Townley Grammar School in Bexley and Assistant Headteacher at St. Olave's Grammar School in Bromley. He graduated in 1991 with a degree in Economics and qualified as a teacher in 1995. A former grammar school student, he has been involved in selective education throughout his career.

