



Opportunities within our Partnership

*Every school outstanding and delivering **exceptional education for all***

The Collegiate Trust exists to improve education in Croydon and Crawley. We want to work in partnership with other schools and academies whose values and approaches align with ours, and who are now looking to develop their work further within a forward thinking and ambitious organisation.

Schools joining *The Collegiate Trust* will:

- ⇒ maintain a strong individual identity within a powerful local partnership
- ⇒ work collaboratively to improve education in each of our partner schools
- ⇒ achieve value-for-money on highly cost-effective services delivered through the Trust
- ⇒ have the opportunity to contribute to the development of outstanding new provision where it is needed by population growth
- ⇒ drive forward standards within their school under a well-supported but autonomous Principal and a strong Local Governing Body
- ⇒ make real our mission of **Collaboration to Deliver Exceptional Education** and help to achieve our vision of **Exceptional Education For All**.

An **exceptional education** values and delivers wonderful academic learning and progress, but puts right alongside this the development of wider skills and qualities that come through a balanced focus on creative, cultural and active learning; it is driven by a strong *Local Governing Body* and delivered by an expert Principal and team of teachers and support staff. The successful learners developed as a result by our schools become confident individuals and responsible citizens in our modern British society.

The Collegiate Trust has grown from and is inspired by the work of **Riddlesdown Collegiate**, an OUTSTANDING (OFSTED, May 2016) 11-19 converter academy in the London Borough of Croydon. Key comments from that school's OFSTED Report describe the outstanding leadership and management which "*puts pupils' progress and welfare at the centre of all that they do*"; exam results that are outstanding because "*pupils make excellent progress from their different starting points*"; teaching which is outstanding because it "*captivates pupils' interests and challenges their thinking*" and the "*curriculum (which) is exceptional*"; inspectors also commented that "*pupils' behaviour and attitudes to school are consistently outstanding*" and "*the personal development of sixth form students is outstanding*".

As a large, very strong and highly successful school, Riddlesdown Collegiate is a crucial part of the existing drive for the very best educational standards in the area. Quality outcomes are achieved through a strong curriculum, and a rich, creative and experiential extra-curricular and co-curricular programme. Learning at *Riddlesdown Collegiate* is challenging and fun, and is valued by students and parents.

We are delighted that **Gossops Green Primary School** in Crawley joined our Trust on 1st November 2016. This school is part way through the process of expanding to 3 forms of entry, and has had significant capital investment in recent years to facilitate this expansion. *Gossops Green* has well motivated pupils and a talented and committed set of staff and governors; the partnership with *The Collegiate Trust* is clearly focused on nurturing and maintaining the many strengths of the school and its relationship with the community, whilst delivering the highest of standards.

Our Trust has now been approved to develop a new primary school in Croydon - the **Collegiate Free Primary School** (CFPS) - which we expect will open in September 2018 or 2019

The Collegiate Trust is led by a very experienced Chief Executive Officer, Gordon Smith, who has been a Head and Principal for 14 years and has enjoyed almost 25 years of leadership success in London schools; he is also Chair of Governors of a large General FE College. In particular he has delivered the following:

- ◆ Increased 5A*-C in his first headship from 12% to 41% and in his second headship from 54% to 74%
- ◆ Led significant restructurings of leadership and governance in both schools which have contributed to improved standards
- ◆ Implemented significant teaching and learning programmes in both schools which have been instrumental in raising standards for all and narrowing and removing the gap between disadvantaged students and others
- ◆ Managed large budgets highly effectively, both addressing previous financial problems and deploying resources more effectively to impact on standards of learning
- ◆ Developed outstanding teams through effective nurturing, coaching and succession planning
- ◆ Resourced and implemented major capital development works to provide high quality facilities for students and staff

The work of *The Collegiate Trust* is informed by the following values:

- Ambition** for every one of our learners and each of our staff to be the best they can be
- Collaboration** becoming better at what we do through working together in a supportive and challenging manner

in order to deliver the following outcomes

- Achievement** reaching the highest academic levels and developing personal, social and creative skills
- Enjoyment** recognising learning as a social function which should excite and inspire children and young people

Our schools will therefore work together to:

- ⇒ ensure outstanding performance in the core curriculum through a rigorous programme of developing English and maths, as well as teaching and learning generally
- ⇒ promote an outstanding and broad curriculum – within and beyond the classroom – to build the strongest qualities in students across the Trust, valuing academic, creative, cultural and active learning
- ⇒ guarantee the quality of leadership (including governance) and management through high quality collaboration, focused support and challenge, and partnership
- ⇒ centralise a range of non-teaching activities (financial planning, payroll, HR) to ensure focus by Local Governing Bodies and Principals on student learning, development and achievement, and to deliver improved value for money within that central spend
- ⇒ access capital grants and deliver capital investment which provides the best possible facilities for students and staff across the Trust
- ⇒ achieve a partnership dividend – excellent education for all within the partnership as a result of collaboration.

Schools will join *The Collegiate Trust* with a range of needs and hopes, some able to make an immediate contribution to other partners, others requiring support for a time before achieving the strength to work in such a way. Whilst each school will make a financial contribution to the operation of the Trust, the partnership dividend - delivered through financial savings and collaboration on teaching and learning - will more than match this cost.

Partner schools within *The Collegiate Trust* enjoy the following:

- ◆ High level and significant input from the Chief Executive Officer
- ◆ Business and financial management from the Chief Operating Officer and Finance Manager
- ◆ Management of Admissions
- ◆ Collaborative CPD, including succession-planning
- ◆ Wide-ranging opportunities for work involving pupils and students
- ◆ 10-15 days of expert school improvement support on areas of need
- ◆ High quality leadership and visible commitment from the Board of Directors
- ◆ The opportunity to lead the development of a new and significant Trust
- ◆ A strong local profile.

The expertise within *The Collegiate Trust* is high quality and successful. Underpinning the work of the Trust is a determination to enhance such expertise further. The following key individuals give a flavour of the support already available within the Trust.

Teaching & Learning

Katie Turner

Former Primary Headteacher and Teacher who has taught in every Year Group from Reception to Year 11; now operating across a large secondary setting as Head of Teaching & Learning. Katie has particular expertise in teaching and learning, leadership and management, and the use of quality assurance work to drive standards; she has also provided support through consultancy in both primary and secondary. Katie brings a highly original background to the development of teaching and learning through her success across primary and secondary settings

Rebecca Hurst

Currently Assistant Principal at Riddlesdown Collegiate. Rebecca is a Maths specialist who has supported Maths successfully in a range of primary and secondary schools. Her particular specialism is in teacher effectiveness (all subjects), and improving outcomes for Disadvantaged Students – at Riddlesdown Collegiate English progress for Disadvantaged Students in 2015 above that for Others in the academy, Maths progress above that for Others nationally. She has also conducted a number of reviews of teaching and learning for Challenge Partners and Octavo.

Philippa Bigden

Currently Assistant Principal at Riddlesdown Collegiate. Philippa is an English specialist who has led a very successful team and delivered 87% A*-C at GCSE, as well as outstanding A Level performance. Her particular expertise lies in training and development of new teachers, as well as the development of outstanding learning.

Business & Financial Management

David Clarke

Chief Operating Officer of *The Collegiate Trust*. David oversees all of the non-teaching side of Riddlesdown Collegiate, has established the *Collegiate Trading Company* through which we also provide school catering services to three primary schools, and has an excellent understanding of teaching, learning and student progress. He has successfully bid for over £3.5m capital investment in the last 3 years, and led considerable improvements across the *Riddlesdown Collegiate* site.

Saima Sliveira

Finance Manager of *The Collegiate Trust*. Saima is ACCA qualified and has previous private sector experience. She manages a £12m budget, as well as all audit and statutory returns within the Trust.

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