



'Aspiration, Innovation, Excellence'

The Symphony Learning Trust is a Multi-Academy Trust that places outstanding learning and teaching at the heart of all its activities. All Lead Schools and Partner Schools are committed to continuing to raise standards and to inspire young minds. In an ever-changing world, SLT are committed to provide balanced, inspirational and exciting learning experiences for our pupils, with our values of aspiration, effort, tolerance and integrity underpinning this drive. The Symphony Learning Trust Lead Schools have a proven track record of devising and leading national initiatives and highly effective School to School support. We are proud of the impact we have upon outcomes for children across schools.

We believe that strong collaboration with shared accountability can lead to better progress and attainment for pupils, and help all of the MAT schools meet rising expectations and to improve:

- Outcomes for children
- Opportunities for economies of scale
- The robust nature of our accountability towards and for one another
- All partner schools' capacity to dictate their own direction

This helps us to continue to build upon the work of symphony in which;

- Our school leaders and teachers share thinking and planning to spread expertise and tackle challenges together
- Our Governors come together to share strategic thinking, to combine skills and to support each other during challenging times
- shared professional development can more easily be arranged, whether led by staff from one of the partner schools or an outside body

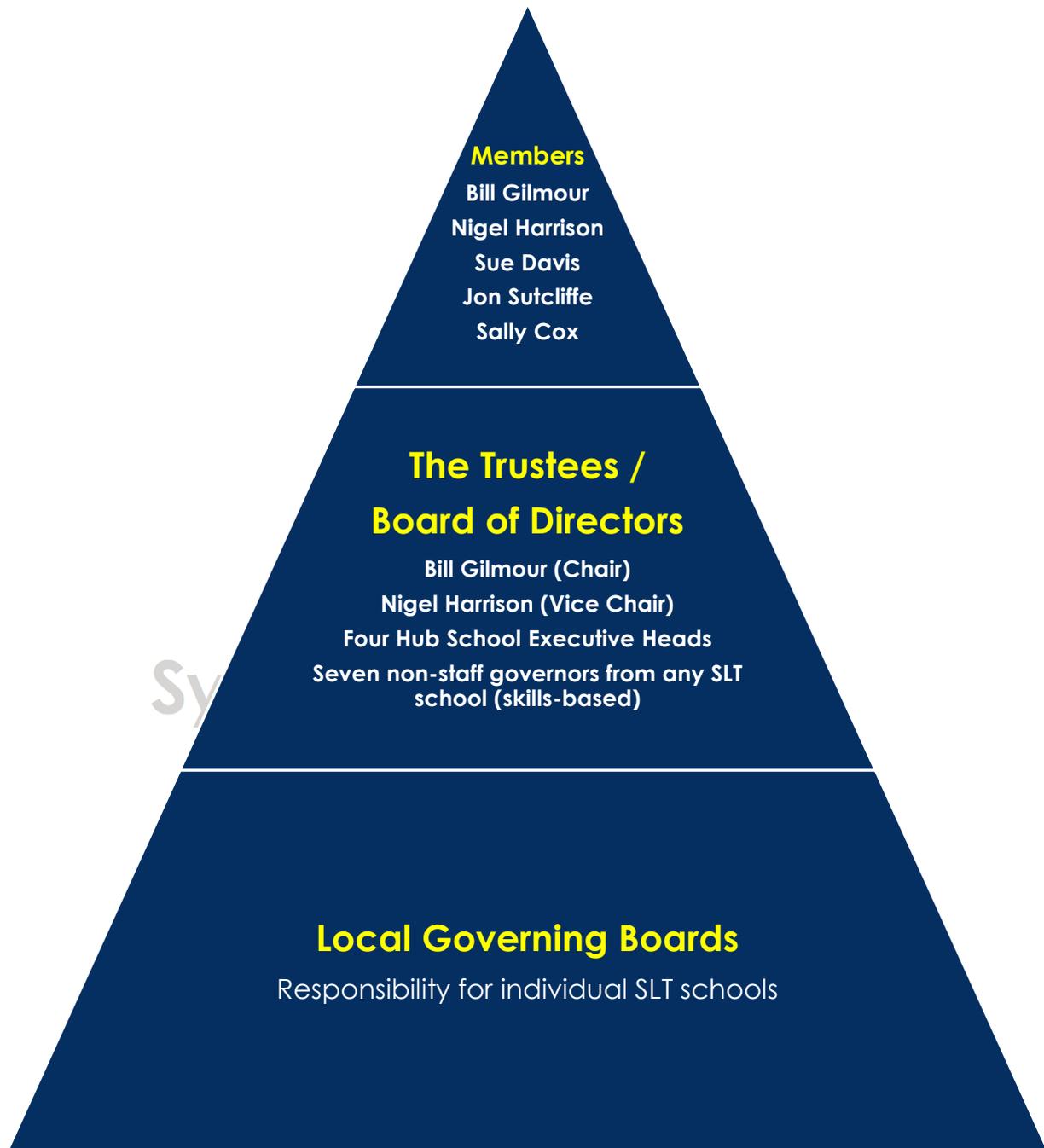
A Multi-Academy Trust in which four lead schools share the accountability for outcomes would, additionally, benefit from the fact that:

- Our school leaders, teachers and other staff could be shared across more than one school, enabling us to find different solutions to recruitment challenges, to retain staff by providing new opportunities within the group and to plan succession more effectively;
- Our groups of schools would find it easier to find and fund specialist expertise (specialist teachers and specialists in areas such as data analysis, finance, health and safety, HR) and provide richer curricular and extra-curricular activities;
- No one Lead School would be left vulnerable in a crisis but the significant expertise of each can be utilised on an equal footing;

The logo for Symphony Learning Trust features a stylized arch of four colored circles (purple, orange, green, pink) above the text "Symphony Learning TRUST".

Symphony Learning
TRUST

The Trust Level of the Organisation



CEO – Kathryn McGovern

Accounting Officer – Tim Sutcliffe



The Structure of the Symphony Learning Trust

Members

- Meet once per year (or as required), late November:
- Presentation of accounts
- Report presented by the Trustees (overview of performance)

Trustees

- Meet termly
- Presentation of an overview of performance of each individual school
- Strategic approach to agree priorities for the MAT
- Utilise skills-based expertise to delegate resources

MAT Committees

- Business Management Committee (e.g. all finance, HR, H&S, property) – Business Managers (Lead Schools), Accounting Officer, up to two Trustees (skill based)
- Standards, Learning and Teaching Committee (e.g. monitoring of standards in all schools, data analysis, scrutiny and moderation of learning and teaching) – Executive Heads, Heads of School, Head teachers,

MAT Standards and Learning Committee

Hub Executive Heads (HEH) collaboratively monitoring, developing and driving standards and shared excellent practice

North Leics Hub A Newcroft Primary (HEH) Thornton Primary School 1	North Leics Hub B Willesley Primary (HEH) School 2 School 3	South Leics Hub A The Meadow Primary (HEH) School 4 School 5	South Leics Hub B Glen Hills Primary (HEH) Fairfield Primary School 6
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What does Local Governance look like?

Finance – an equal percentage of funding (through consistent Funding Formula between all schools based upon pupil numbers)

A 'top-slice' will be retained by the MAT based upon each school's current spending on central services* (see below).

The 'Top-Slice' will be calculated as follows:

- If the cost of the service is based upon pupil numbers, schools will be charged per pupil
- If the cost of the service is based upon staff numbers, schools will be charged per staff member
- If the cost of the service is per institution, the school will be charged for their institution
- In Year One, the surplus of the £75,000 will be used to provide a contingency to run the MAT. In subsequent years, schools' contributions will be based upon the previous years' operational costs and future priorities. This will be calculated transparently.
- If the £75,000 grant is not forthcoming, schools will be charged a per pupil fee to be confirmed to cover the shared services in Year 1.

Services would not cost schools more as a result of being in the MAT.

The Business Managers will be responsible for clarifying costs associated with these services, to ensure that efficiencies are secured and provide the Trust with 'value for money'.

The rest of a school's budget will be delegated, from the Trust, including:

- Any carry-forward at the point of joining
- Sport Premium
- Pupil Premium
- Devolved Capital (where delegated per school)
- Top-up funding for Special Needs (including Education, Health & Care Plans)
- Any balances
- School generated income (e.g. lettings, fundraising, grants)

***Shared Central Services** (agreed at a 'Trust' level)

An aspirational list – to build up over time.

This is not an exhaustive list

Emboldened are non-negotiables

- **Accountants**
- **Admissions / Appeals**
- **Heads' Performance Management**
- **HR**
- **Insurance**
- **Internal Audit**
- **LEAMIS / Capita**
- **Legal**
- **Payroll**
- Broadband
- Educational Psychology
- Governor Development Service
- Grounds Maintenance
- Health & Safety (Fire, Wiring, PAT Testing – statutory duties)
- Hygiene
- Licences
- Procurement
- Recruitment (advertisements)
- Reprographics
- School Direct (Initial Teacher Training)
- School Improvement
- Shared bid writing
- Sports' Coaches
- Staff CPD (Training)
- Utilities
- Waste

Governance at a local level

- The LGBs will be responsible for the day to day running of the Academy e.g.
 - Staffing Structure
 - Local Policies⁺
 - Academy Budget
 - Safeguarding
 - Special Educational Needs and Disability
 - Health and Safety in the Academy
- Committee structures of Governing Bodies are agreed between each 'hub' (including Terms of Reference).
- Terms of office continue into the new MAT.

+Policies

As a single employer, there are certain policies that will be centralised by the Trust (for legal reasons and efficiency), such as:

- All HR Policies
- Admissions
- Charging and Remissions
- Complaints
- Finance (and Accounting Policy)
- Health & Safety
- Pay Policy
- Safeguarding
- Special Educational Needs and Disability
- Staff Code of Conduct

Some of these policies will contain annexes relating to individual Academies for local variations

It is recognised that some policies and procedures provide a framework for the individual identity of a school and these would remain locally agreed, such as:

- Behaviour
- Curriculum
- Learning and Teaching
- Timetabling
- Uniform
- Vision

Teaching and Learning

All schools in the Multi-Academy Trust will use the *Symphony Assessment System* to ensure consistency for analysis of pupils' performance. In order to continuously improve outcomes and opportunities for pupils in the MAT, all schools agree to:

- Share expertise to facilitate joint working
- Raise attainment and progress
- Improve teaching
- Develop and Improve Leadership, Management and Governance at all levels
- Share expertise and knowledge
- Deliver a wide range collaborative events to inspire pupils' learning
- Moderate shared data

Staffing

- Opportunities for career development and progression will be created with the Trustees strategically planning career pathways at all levels.
- No member of staff will be forced to move to another school within the MAT.

The Executive Heads and Lead Schools

Alex Smythe - Newcroft Primary School - North Leics Hub asmythe@newcroft.leics.sch.uk



Alex Smythe has been a primary head teacher, in 5 different schools (including Executive Headship across a number of schools) for 9 years. Alex provides highly effective, robust and focused School-to-School support for a number of schools as an Advisory Head teacher. As Head of Newcroft Primary School, Alex inspired a rise from Requires Improvement to Outstanding in 12 months in 2014. He has led two other schools to 'Good' Ofsted outcomes as a Head teacher and prides himself on never having experienced an Ofsted outcome worse than good; many of those in his 16 years as a senior school leader. As the Chair of the Symphony Primary Schools Partnership, Alex has helped drive the implementation and expansion across the country of the Symphony Assessment System. He provides particular expertise and support to schools in analysing national trends of achievement across the primary age range and in understanding the increased expectations of the new national curriculum. With a passion for mathematics, Alex has written highly effective materials for supporting pupils' rapid acquisition of number bonds, multiplication tables and related division facts. These are extremely popular with children and are followed in around a dozen schools in Leicestershire. In addition to being a qualified teacher, Alex holds the National Professional Qualification for Headship. He has particular expertise in assessment, school improvement and change management.

As a consistently effective Head teacher over a significant period of time and in a range of school contexts, Alex is '...exceptionally skilled and has extremely high expectations of staff and other leaders...' (Ofsted 2014)

Tim Sutcliffe - Glen Hills Primary School - South Leics Hub exehead1@gmail.com



Tim Sutcliffe has been a primary head teacher for ten years. From 2006 onwards, he has been the head teacher of Glen Hills Primary School, a large primary school south of the City boundary. In January 2015, Tim became an Executive head teacher when he also took charge of Fairfield Community Primary School in Wigston. In his time so far at Glen Hills, Tim has led the school to an 'Outstanding' Ofsted grading in 2008 and the school has continued to develop and is still graded as 'Outstanding'. Recent leadership of Fairfield has seen the school emerge from a period of change and standards are now at an

increasingly high level.

At Glen Hills, Tim led the school through the first primary school academy conversion in Leicestershire in 2012 and subsequently led a phase change which involved the year 6 cohort being retained by Glen Hills. Through his work for Leicestershire Local Authority, Tim has also supported and led a number of initiatives of school development at a range of other primary schools. He has also worked for the National College through mentoring colleagues who are undertaking the National Professional Qualification of Headship.

For the past four years, Tim has been part of a core of Symphony schools who have offered mutual support and challenge. The projects undertaken by Symphony has led to their work being used on a national scale. Tim holds the National Professional Qualification of Headship and has particular experience with assessment, curriculum development and establishing high-quality leadership teams.

Tim's proudest quote from Ofsted is, 'One has only to set foot inside this outstanding school to see, and almost feel, the exciting and stimulating education that it is providing. The key to this is the dynamic

and passionate leadership of the head teacher, extremely ably supported by the strategic leadership team and all the staff'.

Kathryn McGovern – The Meadow Community Primary School and Pre-school



South Leics Hub

kmcgovern@meadowcommunity.leics.sch.uk

Kathryn has been a primary head teacher for twelve years, eleven of which have been at The Meadow. She also has experience of leading a school for a short period, which had just been put into 'special measures' through a secondment organised by the local authority. Her impact upon the school in a short period of time was noted to be highly effective by HMI. Kathryn is a National Leader of Education and has successfully supported schools in Leicestershire, Leicester City and Northamptonshire, alongside her colleagues at The Meadow, which is a National Support School. She has developed strategies to support leadership teams become more strategic in their school improvement work and how schools can improve quality first teaching. Under Kathryn's headship, The Meadow has been through two OFSTED inspections, both of which resulted in 'outstanding' judgements in all areas.

In addition to being a qualified teacher, Kathryn holds the National Professional Qualification for Headship. At a local level, Kathryn is an executive member of the Leicestershire Primary Heads' group and also is a mentor to new heads. Nationally, and as a Fellow of the National College, Kathryn has worked with other NLEs to advise Government policy relating to ITT and the recruitment of high quality teachers. She has also supported aspiring heads through the 'Tomorrow's Heads' programme.

Whatever national or local initiatives she is involved with, Kathryn's core purpose is always to ensure the best possible educational outcomes and well-being of the children in her school and children in the schools she supports.

Matthew Brookes- Ashby Willesley Primary School – North Leics

Hub **head@willesley.leics.sch.uk**



Matthew has been a primary head teacher for 9 years and has worked in many Leicestershire schools since being an NQT. Ashby Willesley Primary School is a vibrant and forward thinking school over 400 pupils in the small market town of Ashby de la Zouch. Matthew has a strong history of delivering school improvement, moving a good school to outstanding in his first leadership post and then a school from satisfactory to good in his second. As well as the headship position at Willesley, Matthew is currently acting as an advisory head teacher to another Leicestershire school.

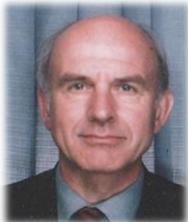
Matthew is a founding member of the Symphony Primary Partnership and has been instrumental in the expansion of the Symphony Assessment System into well over 200 schools nationally. He regularly leads assessment seminars to Symphony schools around the country.

Working with the NCSL, Matthew helped to develop the current programme for NPQH, a qualification which he has held since 2006. Matthew's proudest OFSTED quote is... 'Determined and energetic

leadership has established outstanding outcomes for pupils...The head teacher leads the school very well with dedication and vigour'

The Members

Members of SLT - Bill Gilmour



Bill has had a career in the airline industry for over 40 years starting as a co-pilot on Dakota aircraft with British Midland Airways at the East Midlands Airport in 1965, rising to the positions of Chief Pilot and Operations Director in the airline. In 1999 Bill joined GB Airways Ltd as Director of Flight Operations, an airline operating as British Airways at Gatwick and Heathrow airports where he was responsible for the safe and efficient operation of aircraft on British Airways flights.

Bill was a Civil Aviation Authority approved Training Captain for Boeing and Airbus aircraft, involved in the recruitment, classroom, flight simulator and airborne training for pilots. He is a Fellow of the Royal Aeronautical Society and a Member of the Honourable Company of Air Pilots, a City of London Livery Company. After retirement from flying, Bill continued to teach pilots in the classroom and flight simulator and is still involved in encouraging aspiring young people to join the aviation industry.

Bill was an elected member of Shepshed Town Council and has been a school governor since 2010. He has the determination to improve education standards and is looking forward to a successful Symphony Learning Trust partnership.

Symphony Learning

Members of SLT - Nigel Harrison



Since leaving university in 1998, Nigel has been working within the Hospitality sector with a strong focus on Learning and Development & Technology. At the start, this was purely for new employees but Nigel's enthusiasm for personal development led to him becoming the Training Manager with learning responsibility for over 1600 employees at a local Leicestershire Brewery.

Nigel moved company 13 years ago and has been working since for the UK's leading Epos supplier. During his time in the company, he has held several roles, including Business Development Manager, Training & Implementation Manager, Technical Manager, and his current role as Project Delivery Manager.

Throughout his career, Nigel has been passionate with regards to continuous personal improvement being key to achieving an individual's full potential; this has been for both himself and those he has been privileged to provide leadership for. Nigel's experience has led to strengths within recruitment and personnel management, technical and data analysis, leadership and strategic development and project management.

Nigel is a strong believer in local community and opportunities for all. His current roles include Chair of Governors at Ashby Willesley Primary School, Secretary for Ashby Mini, Junior & Girls' Rugby Club, Adult touch & Children's under 10 Rugby Coach. Nigel embraces this variety of roles fully whilst continually identifying, assisting, emphasising and praising individual successes.

Nigel is enthusiastic to bring his passion and experience to the new 'Symphony Learning Trust' and to ensure the ethos and aspirations ascertained at the foundation continue into the future.

Members of SLT - Sally Cox



Sally has been teaching since 1977. Initially, she taught in two comprehensive schools in Nottinghamshire and Derbyshire where she taught Geography and was a Second in Faculty.

Since 1983, Sally has held senior roles and responsibilities in Leicestershire. She was Director of Sixth Form at King Edward VII in Melton Mowbray for three years and more recently, Sally has been the Deputy Principal and Principal at Wigston College (formerly Guthlaxton College). Sally has always been committed to making a difference for young people. She has been involved in the development of the Wigston Academies Trust to secure this commitment and ensure that secondary education provision meets the needs of all young people.

Sally has enjoyed a range of responsibilities including teaching and learning; post 16; attendance; behaviour and safety; early years provision; student outcomes and leadership and governance. This has brought great challenge and a broad understanding of educational issues. Sally effectively led the development of the Arts in the community and Extended Schools which has secured a wealth of experience of working with a broad range of stakeholders.

As a Principal, Sally has embraced the role of lead professional, securing the support of students, parents/carers, colleagues, governors and other external partners.

Sally feels privileged to be a part of the exciting development offered by the Symphony Learning Trust and will endeavour to utilise the experiences, skills and qualities she has gained during her 39 years at the chalk face of schools.

Members of SLT - Jon Sutcliffe



Jon began teaching in 1966 at Braunstone Hall Junior School and soon developed an interest in primary science, environmental work and school sports. He became deputy head teacher at Scraftoff Valley four years later. Both of these schools gave Jon good experience of council estates and varying levels of social deprivation.

Jon then moved to Glen Hills Primary School as deputy head teacher to broaden his skills base with a different social group of children and in 1986, he became head teacher of The Meadow Primary School in Wigston where he remained until 2005.

Jon then took up a new challenge of becoming the interim head teacher of Richard Hill Primary School in Thurcaston. Ofsted had deemed the school to have serious weaknesses and the head teacher had resigned. Within a year the school was re-inspected and came out of special measures. Jon then left the school under new management.

During his teaching career, Jon gained further educational qualifications from Leicester University. In 1975, he successfully completed a Diploma of Education (DipEd) and in 1985, gained a Masters degree

in Education (MEd). Jon also lectured for Leicester University with primary science and led an accredited DfE Primary Science course for teachers.

Jon also worked for both Leicester City LA and Leicestershire LA as a Standards Inspector and from 2007 until 2011, he worked for Coventry LA and Gloucestershire LA as a School Improvement Partner.

Jon qualified as an OfSTED inspector in 1996 and continued inspecting until summer 2015. During this time, he acted both as a Team Inspector and Lead Inspector. His areas of expertise have been in Leadership and Management and Teaching and Learning and he has further qualifications to inspect Early Years and in depth SEN provision. Jon has inspected over one hundred schools nationwide and witnessed the most deprived to the most fortunate of all schools and settings.

Currently, Jon continues to work with governors advising on head teacher performance management in Leicestershire schools. He also works as an external adviser for Old Mill Primary School in Broughton Astley in Leicestershire.

Jon is excited to be part of a new dynamic primary academy trust and hopes his experience can add to the future success of the SLT.

Members of SLT - Sue Davis



Sue Davis has been the Head of the Primary PGCE course at the University of Leicester for five years and prior to that was Head of undergraduate and post graduate Initial Teacher Education (ITE) courses at the University of Warwick. Her experiences prior to this as a primary school teacher include being a SENCO and introducing the Numeracy Strategy into school in her capacity as a maths specialist. From September 2016 Sue will be the Director of Teacher Education at the University, a role which involves strategic responsibility for all University of Leicester ITE courses: Primary, Secondary and SCITT PGCEs.

During her leadership of the Primary PGCE Sue has developed strong links with many schools across Leicester, Leicestershire and beyond. She has reacted swiftly to new government initiatives, creating a suite of options available for schools to engage with School Direct at whatever level they choose. She has been an active member of the Management Board of a Teaching School Alliance since its formation in 2011 and has supported this Alliance to develop into a SCITT, where students still attend some University sessions and are awarded their PGCE through the University of Leicester. Sue firmly believes that strong partnerships between schools and the University are at the heart of outstanding Initial Teacher Education and results in the provision of high quality teachers for the local area.

In November 2016 the Primary PGCE was judged by Ofsted as 'outstanding' in all areas. This reflects the quality of the University team and all partnership schools but Sue was delighted with a quote in the report which stated, 'The course leader is ambitious and focused on ensuring the university provides the best trainees possible to join the teaching workforce. Her leadership has been inspirational to other members of the primary team and they work together cohesively to improve outcomes for trainees'.

As with the other External members, Sue is really looking forward to being part of a forward thinking educational Multi-Academy Trust.



Symphony Learning
TRUST

Pen Portraits and skills assessment of the Trustees of Symphony Learning Trust

Bill Gilmour (Chair of the Trustees)

*Pen portrait as above

Name		Governor at Newcroft Primary School													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
X		X	X	X	X	X		X			X	X	X	X	

Nigel Harrison (Vice Chair of the Trustees)

*Pen portrait as above

Name		Governor at: Ashby Willesley Primary School													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
X		X	X	X	X	X		X			X	X	X	X	

Kathryn McGovern – CEO

*Pen Portrait as above

Name		Governor at The Meadow Community Primary School and Pre-school													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
X	X	X	X	X	X			X			X	X	X	X	

Chris Stevens

Name		Chris Stevens													
														Governor at: Ashby Willesley Primary School	
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
		X	X	X	X	X		X	X		X	X	X	X	

Chris has over 20 years' business experience in operational management and leadership and was one of the founders of a start-up business with exceptional growth, turning £1m profit by year 3. This included creating, developing and leading teams initially from a single base to multi-site, multi-channel UK wide remote sales operation turning over £200m. Responsibilities covered HR, finance, Health & Safety, building development and refurbishment programmes, developing leadership teams and appraisal were all extensively covered in this and previous roles.

Chris strategically led and managed the integration of this business into a multi-national and worked within the European Group Board of this organisation and then resigned to make sure he saw his children grow up! Subsequently, Chris spent two years as partner of a local business, again covering many of the areas detailed above. In 2012, Chris became a governor at Ashby Willesley, taking various responsibilities, including the role of Chair; driving strategic direction, supporting high standards and managing change. After enjoying this involvement, he decided to change roles.

Since 2014, Chris has been working as a Business Manager in a Nottinghamshire Primary School. He has supported Ashby Willesley's governing body and been integral in the transition from being a maintained school to becoming part of a Multi Academy Trust (Primary based).

In his current role, he is experienced in safeguarding, policy writing and has recently been part of a bid writing scheme gaining £10k lottery funding. Chris gets a great deal of pleasure from supporting the development and progression of young people. As a qualified FA coach, he also manages a local grassroots community football team. He has been doing this for the last 5 years and serve on the committee of this club - one of the largest FA charter standard clubs in Leicestershire.

Lauren Charlton

Name:		Lauren Charlton													
														Governor at: Fairfield Primary School	
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
X												X	X		

Perhaps the key area of Lauren's relevant experience is largely based around her knowledge and skills in the field of promoting and supporting equality and equal opportunities. This field in particular is one that she feels passionate about and has led her in the past to seek specific opportunities and development in this area. During her last employment in a college of further education, Lauren completed a key qualification which meant that she could work more effectively with young people under her supervision on work experience. This enabled Lauren to ensure that they were fully supported in the workplace, regardless of their diverse needs, and allowed her to

guarantee that they could gain full benefit from access to any support services they may need allowing them to fully exploit the learning opportunities presented. Key to this process was an on-going assessment and appraisal of the individual through her completion of a range of media which was then communicated to key stakeholders. On-going assessment was crucial to the success of particular aspects of the learners' course and led to better outcomes for all involved in the process.

Lauren believes that skills in this area and attention to such considerations translate directly to the role as a member of this board. She passionately believes that ensuring all children have access to quality education, regardless of their individual needs, ultimately leads to better outcomes for all, not only the children but the establishment concerned.

Tony Burgess

Name		Tony Burgess													
		Governor at Thornton Primary													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/E qual opps	Policy writing	
	Some X	Some X	Extensive X	Some X		X			Tender writing X			X			

Tony is a fully qualified ACA chartered accountant with 20 years experience in Audit practice and industry. In his day-to-day, Tony tends to get pulled into a whole raft of tasks in his working life, including legal, personnel, property, taxes (VAT, PAYE/NI, PSA, P11d, CT), statutory accounts, audit, cash flow management, budget planning and control, monthly reporting etc..etc..

Tony is currently No2 to the FD of a company with a turnover in the UK of £700m, and he manages a team of 20 staff covering financial accounts, payroll, accounts payable, treasury and more recently a new team to manage the extra work for logistics review / strategy. Tony obviously has to performance manage the team, giving them SMART targets, and working with them to meet the objectives of the business.

Tony designed and rolled out the operational and financial authorities across the business, which is an extremely complicated business, which also involved establishment of a tender board process. The company has since put out one very large tender for our MHE across the whole business, and achieved savings of £2.8m over 7 years.

Tony has only been a governor at Thornton since July 15, but he has enjoyed the experience so far, and the amount Thornton has achieved in a very short period of time. Tony only got involved due to the poor OFSTED rating the school received back in April 15, and thought he could help influence the improvements required to turn the school around.

Wayne Darwin

Name		Wayne Darwin														Governor at Newcroft Primary School													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing															
x	x	x	x	x	x	x								x	x														

Wayne is an experienced senior manager having held a number of senior manager roles in both large and SME sized operations. He has a broad range of management skills including the provision, implementation and management of systems, procedures and policy to provide a mature and robust framework for assurance and governance to take place.

Wayne's roles have required him to develop through the management of functions teams skills in the area of health and safety, legal and HR framework and financial controls. He is a focused and calculated leader who is focused on professional development, having recently achieved Chartered status in his field.

Wayne is conversant with assurance and governance frameworks and has the aptitude and objectivity to make coherent, well judged decisions based upon facts available and in the interests of the wider stakeholder audience. He also has experience in management of facilities, contractors and associated project management controls that have enabled him to demonstrate experience in large CDM and smaller scale projects. He has an ability to actively engage with a range of interested parties and form constructive cases based upon an assertive and determined attitude, fully considering the views and values of others. Wayne feels he would bring an open and just approach to the governance process, representing the wider interests of the group.



Steve Lilley

Name		Stephen Lilley														Governor at The Meadow Community Primary School, Wigston													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing															
			x	x	x			x	x		x	x		x															

Steve currently works for Northamptonshire County Council in Transport and Highways where he is responsible for client management of its Highways Service and Street Lighting PFI Contracts. Steve was previously employed by the National Space Centre as Construction Manager and Leicester City Challenge (Regeneration of Leicester's West End) as Highways and Transport Manager. In his current role, Steve takes responsibility for all Health and Safety as well as financial matters. In previous roles, Steve was responsible for delivery of the National Space Centre Building and dealt directly with The Millennium Commission on these aspects. He was Client Lead in liaison with

Architects, Structural, Mechanical & Electrical and Civil Engineers as well as Project Managers, With Leicester City Challenge, Steve was involved with bid writing, project appraisal and community liaison over transport issues. He was directly involved in Government Office for the East Midlands and Ministerial Reviews.

Steve has been a Governor at The Meadow for over 15 years mostly in the capacity of Chair / Vice Chair. He is strategically focussed and forward thinking. Steve takes a leading role in financial, pay & performance management, Headteacher Performance, policy review, safeguarding and property matters as part of his duties. Steve also has involvement as appropriate in the interview process for teaching staff.

Steve is educated to Degree Level, graduating from the University of Southampton (Civil Engineering) in 1985. He has five children who have all been educated in Wigston (two who have graduated from university, two at university and one studying for GCSE's at Wigston College). Steve is committed to delivering high standards of education to children within Leicestershire and recognises that for children to achieve highly (whether that be a vocational or academic route), education must be an enjoyable and exciting experience.

Joanne Small

Name Joanne Small														
Governor at Glen Hills Primary School														
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing
	x	x	x	x	x			x			x	x	x	x

Jo has been a Governor at Glen Hills Primary School since 1991 and Chair of governors since 1995. Jo has also been a governor at South Wigston High School since 2000.

At Glen Hills School, Jo is a member of the Finance Committee, Management Committee, Pay Committee and she is the nominated Governor for Literacy. Jo has a current on line safer recruitment training certificate and has overview of safeguarding at both schools. Jo is also a Member/Director of the Fosse Trust Academy.

Jo has participated in a number of OFSTED Inspections and undertaken a number of school based/curriculum themed visits across a variety of areas. She regularly attends meetings at school and she is actively involved with the selection and recruitment of staff, in liaison with the Senior Leadership Team. Jo attends regular training events too. Jo maintains regular contact with the Executive Head and Head of School on day to day school matters and produces a termly newsletter to parents outlining the work of the Governing Body.

More recently, Jo has met with Governors from Fairfield Primary School as part of the ongoing joint working arrangements between both schools.

She is employed full time as a manager at Glen Parva Parish Council and this requires a lot of community based work, government legislation, community engagement as well as general administrative and financial duties.

Ellena Walshe

Name		Ellena Walshe				Governor at Newcroft Primary School									
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
			X												

Ellena is a CIMA qualified Management Accountant, having worked in the Retail Industry for the last 8 years. She has commercial finance experience, working within a very large organisation in an extremely fast moving industry. Ellena is currently seconded to the Sourcing team working on relationships with suppliers and the management of the supplier portfolio where she has to assess the financial viability of and make recommendations for those suppliers the company should enter a working relationship with.

For 2 years, Ellena was responsible for a £15m turnover business division, and had to complete all of the forward 3/ 5 year forecasts and monthend processes reporting directly to the Finance Director.

For the last 4 years, Ellena has worked on a project integrating a newly purchased arm of the business ensuring that the finance processes in the related offices were consistent with the main business. This had a lot of challenges as the offices are all based overseas so had their own tax rules and financial regulations to follow. This was a very successful project and the offices are now running independently having successfully adapted their practices where possible. The company Ellena works for has a US parent which means they are bound by the regulations in place in the US which has its own challenges! All of this has given Ellena an appreciation for collating different sites, and entities, into one single financial package as well as a very strong appreciation for the change process that will be experienced by the schools and all relevant parties in this situation.

Ellena is very keen to get involved, and wants to ensure that the parents within the schools have a fair representation within the MAT.

Christine Kingsley-Mills

Name		Christine Kingsley-Mills				Governor at Glen Hills Primary School									
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
							X	X			X	X	X	X	

Chris has two Masters degrees (Education – Human Relations; Science – Psychotherapy) and has been a school governor for 20+ years (Director Governor - Fosse Trust; Vice Chair, Governors – Glen Hills Primary school; Chair Curriculum Committee, involving writing and reviewing school policies; safeguarding; disciplinary; and Head Teacher Performance Management procedures).

Chris has an interest in Educational Research, and before developing her private Psychotherapy practice in personal and organisational development (UKCP accredited), she taught in secondary school (20 years) holding senior management roles in curriculum and Pastoral Care. As an Advisory Teacher (5 years) for Leicestershire LEA, Chris trained teachers in PSHE, Equality and in Safeguarding. She continues to have particular interests in developing teaching and learning; equality; safeguarding and the wellbeing of children and adults in learning organisations and environment.

Matthew Brookes – Ex-Officio Trustee

*Pen Portrait above

Name Matthew Brookes		Governor at Ashby Willesley Primary School													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
x			x		x				x	x				x	

Alex Smythe – Ex-Officio Trustee

*Pen Portrait above

Name Alex Smythe		Governor at Newcroft Primary School													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
x			x			x	x	x		x		x		x	

Tim Sutcliffe – Ex-Officio Trustee

*Pen Portrait above

Name Tim Sutcliffe		Governor at Glen Hills and Fairfield Primary Schools													
Assessment	Legal	HR	Finance	Health and Safety	Building/Project Management	Leadership Development	Educational research	Safeguarding	Bid writing	Educational Research	Community	Appraisal	Equality/Equal opps	Policy writing	
x		x	x	x	x	x	x	x		x	x	x	x	x	

This model shows Trust Level, Governance Level and Lead School organisation of the MAT

