

# Introduction to Lighthouse Schools Partnership for



## St Mary Redcliffe and Temple School



*Flourishing in partnership*

# Our presentation

- Introductions
- What are academies and Multi Academy Trusts?
- About Lighthouse Schools Partnership
- What will it mean for my child/children, and my community, for SMRT to join Lighthouse Schools Partnership?
- Why is Lighthouse Schools Partnership the best trust for SMRT?
- How can I share my views?
- What happens now?



# Introductions



**Gary Lewis**  
**Chief Executive**



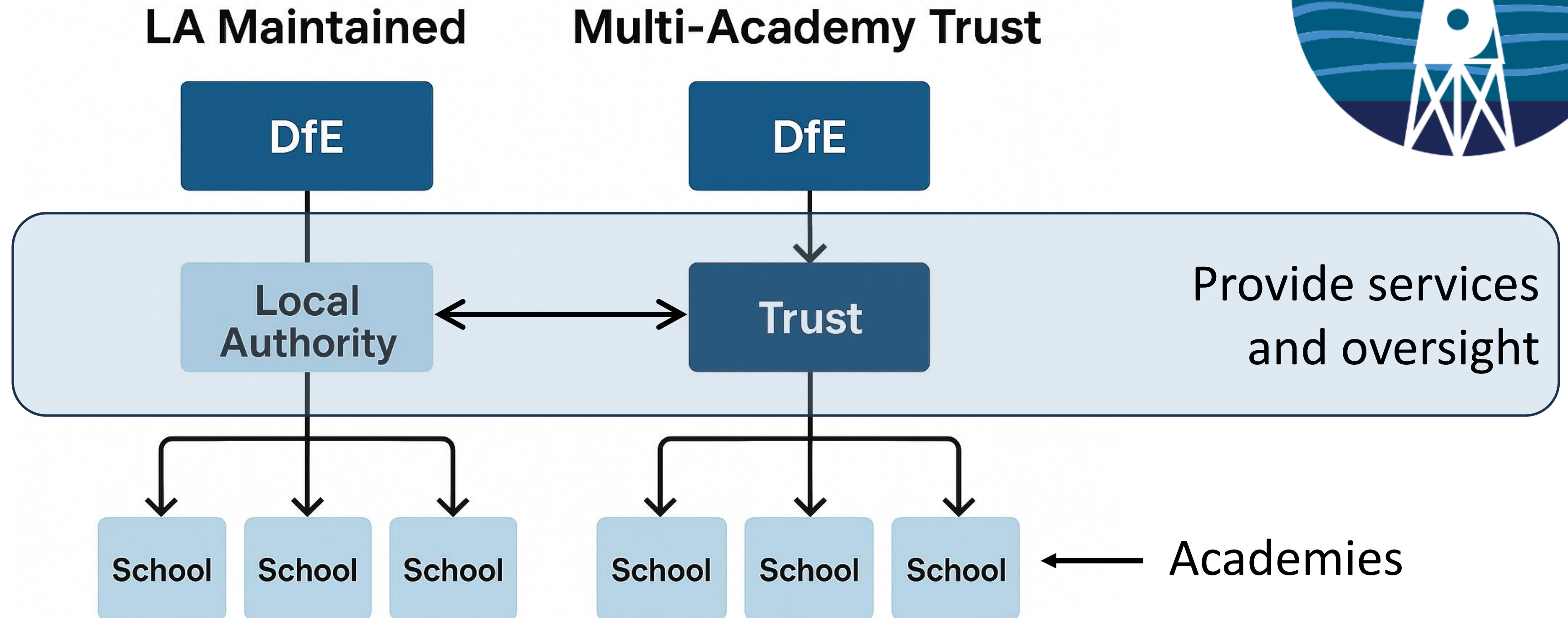
**Louise Malik**  
**Chief  
Financial and  
Operating  
Officer**



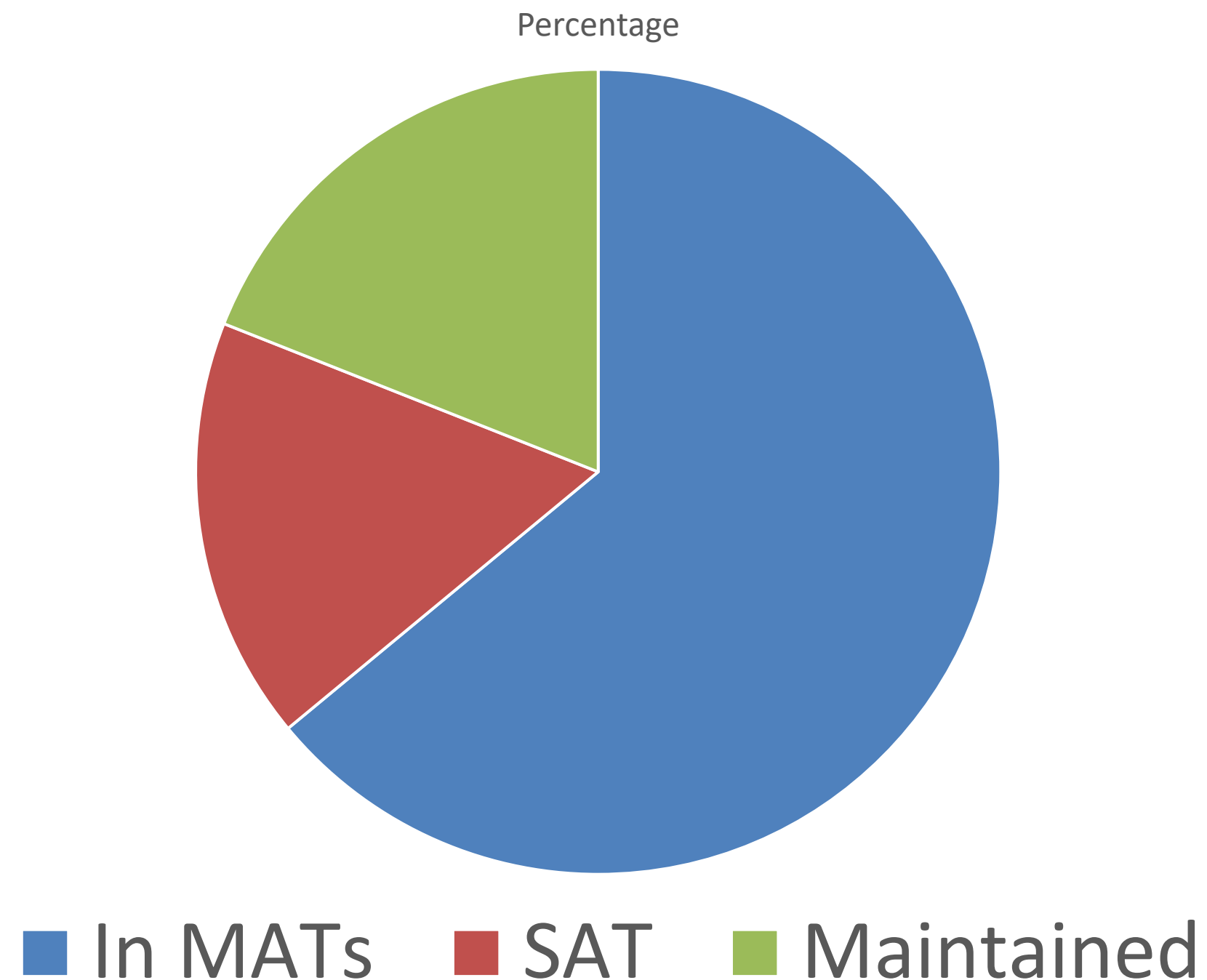
**Natalie Wilcox**  
**Director of Secondary  
Education**



# Maintained schools and Academies



# UK Secondary schools in 2024



- MAT - Multi Academy Trust
- SAT - Single Academy Trust
- Maintained - schools maintained by a local authority e.g. Bristol City Council

<https://ffteducationdatalab.org.uk/2024/07/the-current-state-of-play-for-mats/>



# Why be in a schools Trust?

## Diocese of Salisbury's 5 advantages:

### 1. The Collaborative Advantage

- A reservoir of experience and talent
- Phone a friend
- Governance network

### 2. The Improvement Advantage

- Dedicated School Improvement
- Curriculum resources
- Professional Development at Trust level

### 3. The Systems Advantage

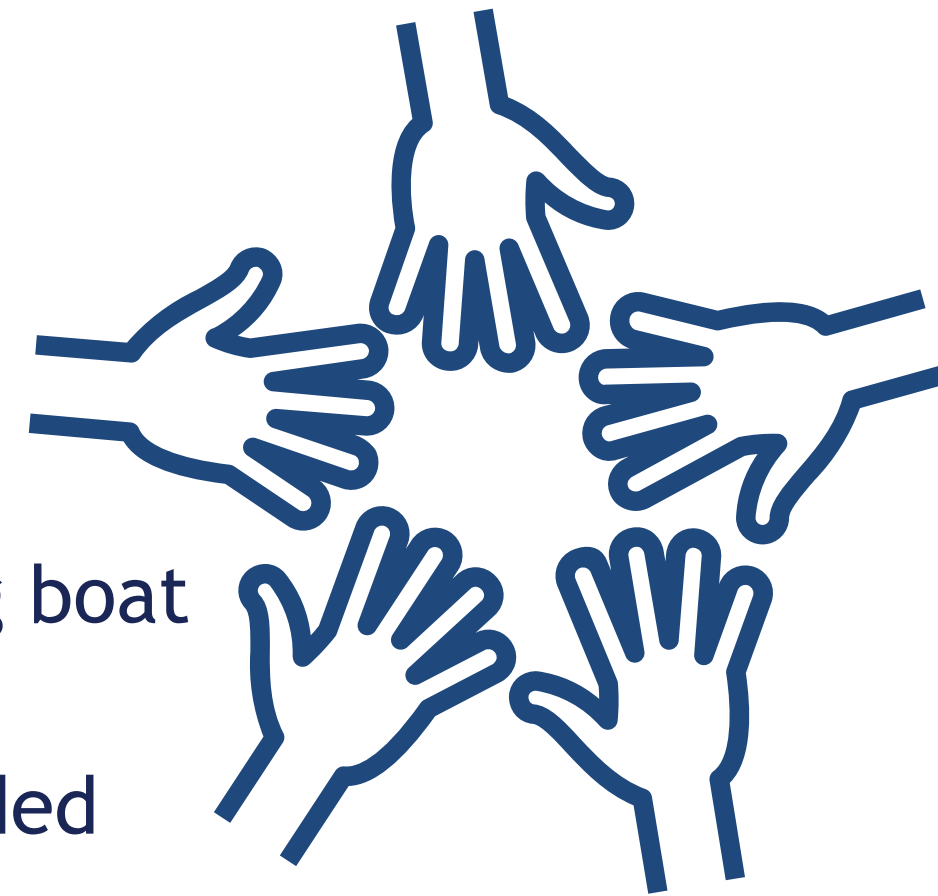
- Talent map
- Operational skills to allow the school to focus on education
- Contract negotiations
- Recruitment benefits
- Cross Trust roles

### 4. The Resilience-Protective Advantage

- Financial resilience - the big boat can ride the high waves
- Flood in capacity when needed
- A structure of discipline

### 5. The Civic Advantage

- Participate in the eco-system that is now made up of Trusts
- Stakeholder engagement at a regional level
- The Trust as an anchor institution - a player in city/county/diocese



# About Lighthouse Schools Partnership..

- A Multi-Academy Trust
- A not-for-profit charity
- A Church of England Foundation
- Objectives
  - to advance education for the public benefit
  - to provide community facilities for recreation
- Started in 2016
- 34 primary and secondary schools across Bristol, North Somerset and Bath & North East Somerset









**WE VALUE...**





# Flourishing in Partnership: Lighthouse's Strategic Plan 2024-2027

Core Vision & Strategic Priorities | Transforming Lives through Great Education

## OUR PEOPLE

**Recruiting, Developing, and Retaining the Best Staff**



**Investing in Our Staff**

Recruiting, growing, and retaining the best people to make a positive difference.



**90% Staff Pride**

Aiming for 90% staff pride in annual survey.



**Excellent Career Development**

Career progression, high-quality CPD, and leadership training for succession.



**Valued & Supported Culture**

Retaining staff via comprehensive offer prioritizing wellbeing, workload management, and flexibility.



**Improving Teacher Retention**

focussing especially on Early Career Teachers



**Growing Future Teachers**

Aiming for 25% increase in ITT students, with 75% taking their first post in a Lighthouse school.

## OUR PUPILS

**Excellent & Inspiring Education for All**



**Excellent & Inclusive Teaching**

Benefiting from excellent, inclusive, and responsive teaching with a curriculum that challenges pupils to reach their full potential.



**All Schools 'Good' or Better**

OFSTED TARGET: 100% 'Good'+



**High Pupil Enjoyment**

Target: 85% Secondary, 100% Primary pupils enjoy school.

**Exceeding National Averages**

Aiming for Trust-wide outcomes to consistently surpass national data in progress and attainment



**Closing the Disadvantage Gap**

Outcomes for disadvantaged pupils aligning with or exceeding national non-disadvantaged peers.



**Supporting Every Child**

Well-designed response for SEN and evidence-informed Mental Health Strategy by 2027.



## OUR PROFILE & PROCESSES

**Efficient, Sustainable, and High-Quality Operations**



**High-Quality, Cost-Effective Services**

Delivering services ensuring the classroom always comes first.



**Strong Financial Sustainability**

Maintaining revenue reserves at 3% to 5% target for long-term health.



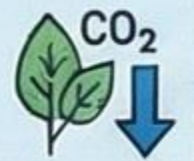
**Clear & Effective Governance**

By 2027, structures enabling effective decision-making to improve pupil outcomes.



**Modern Learning Environments**

Delivering best physical environments via strategic planning and efficient funds.



**Driving Sustainability**

Committed to reducing carbon footprint (kg of CO<sub>2</sub> per pupil).



**A Respected Community Partner**

Building a rising, positive public profile, recognized as a key part of community life in our region.



Equity | Collaboration | Achievement | Community

**VALUES:**



# Our schools



- 5 Hubs
- 34 schools (of which 18 are CE and 4 are secondaries)
- Easton CE Primary
- Fishponds CE Primary
- St Mary Redcliffe CE Primary
- Horfield CE Primary
- 1,700 staff of which just over 1,000 are teachers



# Delegating Decisions: Governance at Lighthouse Schools Partnership

The Lighthouse Schools Partnership (LSP) Board of Trustees delegates powers to Local Governing Bodies (LGBs) and Headteachers, while retaining ultimate responsibility for all schools and the ability to intervene.

**High level review of risks**  
Committees review finance, HR and H&S risks

**Sets whole-Trust policies**  
Areas such as HR, H&S, Safeguarding, SEND etc have a consistent approach across all schools

**Sets the Vision for the Entire Trust**  
Trustees define the overall strategic objectives and key performance indicators for all schools.

**Appoints Governors and Oversees LGBs**  
The Board establishes Local Governing Bodies and appoints most governors to them.



## Local Governing Bodies (LGBs): School-Level Governance

**Monitors Educational Performance & Scrutinizes Budgets**  
LGBs review school performance data and propose a balanced budget to the Trust.



**Develops the Individual School's Vision**  
The LGB creates a 3-year strategic plan tailored to its specific school.



**With the support of the SIP they hold the Headteacher to account**  
They support and challenge the Headteacher on curriculum, teaching quality, and safeguarding.

## Headteachers: Operational Leadership

**Delivers the School's Strategic Plan**  
The Headteacher is responsible for the day-to-day running of the school.



**Manages All School Staff**  
This includes appointing staff, managing performance, and making pay recommendations.



**Leads on Pupil Discipline and Safeguarding**  
The Headteacher has the sole power to exclude pupils and is legally responsible for safeguarding.





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## Oversight of the Trust

### Appoints Governors and Oversees LGBs

The Board establishes Local Governing Bodies and appoints most governors to them.

### Sets whole-Trust policies

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High level review of risks  
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## Leadership of the School



# What would it mean for SMRT?

## What stays the same:

- What type of school SMRT is:
  - your identity
  - your values
  - your ethos
  - your admissions
- Local Governors providing oversight for SMRT
- Local decision making:
  - setting priorities
  - designing the curriculum
  - employing staff
- Local policies setting e.g. behaviour
- Staff contracts remain specific to the school
- Day to day experience for pupils
- Community engagement and access



# What would it mean for SMRT?

## What changes:

- Operate within a proven structure that provides support and challenge
- Part of a large organisation that can bring a wide range of expertise
  - Educational
  - Inclusion and SEND
  - Financial
- Part of a large organisation that brings stability and significant economies of scale
- A wider peer group and networks
- Increased opportunities for sector-leading professional development
- Reduction of back-office functions, enabling the school to focus on teaching and learning
- New and improved systems and processes




# Why is LSP the best Trust for SMRT?

- A trust that will value the ethos, curriculum and culture that makes this school special
- A trust that really ‘gets’ and shares your Christian Foundation
- A trust with community at its heart
- Known regionally and nationally as an excellent trust
- A reputation as a good employer
- Experience of serving diverse communities
- National and regional leaders in the delivery of training and development
- A strong school improvement function - keep getting better
- Buying power and high-quality operational services and support
- A large organisation with the structure, capacity and resources to ‘weather a storm’





# How can I share my views



St Mary Redcliffe  
and Temple School

WHY SMRT?

STUDENTS

PARENTS AND CARERS








SIXTH FORM

FAITH AND COMMUNITY

KEY INFORMATION

FACILITIES

CONTACT US



HOME • KEY INFORMATION • ACADEMY CONSULTATION


Academy Consultation

Introduction

We are pleased to share with you an important step forward for SMRT as we look to secure a strong and vibrant future for the School within a changing local educational landscape. The SMRT Governing Body is committed to exploring the best options for our School, and as part of that commitment, Governors have been assessing whether SMRT should remain as one of only two remaining Local Authority secondary schools in Bristol or explore joining a Multi-Academy Trust. After much evaluation, the Governing Body has decided to take the next step along the process toward deciding whether to join a Multi-Academy Trust (MAT) or remain as a Local Authority Voluntary Aided School.

This page has information regarding the Consultation Schedule and process we are embarking on with you as the School takes this key decision.

Letters Concerning the Academy Consultation

 Conditional Consent to Consider Academy Conversion - Parents and Carers - 01/12/25

In This Section

ADMISSIONS

NEWS AND EVENTS

ACADEMY CONSULTATION

CURRICULUM

EXAMS

WHAT MAINTAINED SCHOOLS SHOULD PUBLISH ONLINE



# Questions

