



EBOR ACADEMY TRUST



Proud to work, learn and
grow together

Ebor Academy Trust

The Ebor Academy Trust is a multi-academy trust serving children aged 2 to 16.

It is our aspiration to develop geographical hubs of schools that share our values.

Our belief is that all children should be given the opportunity to achieve their best within a safe and caring school community. When students leave the academies in our group, we ensure that they have developed a range of qualities, attitudes and skills that will prepare them effectively for their future.

Ebor Academy Trust was established in 2013 with a commitment to four pillars to develop sustainable excellence in education:

Quality of teaching and learning: We believe that involving the teachers in our group fosters new thinking. We encourage innovation whilst ensuring appropriate levels of consistency.

Closing the attainment gap: Our school-to-school support team works with our academies towards closing the attainment gap. This school-led approach is driven by our teaching school accreditation – we are a

founding member of the Ebor Teaching Schools Alliance.

Recruitment: As School Direct providers, we have operational experience of the process designed to create a pipeline of new recruits through the allocation of training places.

Collaboration: By working together we are able to draw on a wide set of skills, offering opportunities to both teachers and future leaders.



The Ebor Academy Trust develops strong relationships and trust between all schools. We provide a partnership, whereby strengths are shared; a *working-with* relationship rather than a *doing-to* relationship.

We aim to build a sustainable, dynamic organisation that will provide developmental opportunities and support for staff to enable them to be the best they can be. We also believe in reaching outside our academy group, supporting the wider school community through sharing our expertise.

As we look into the next decade the Ebor Academy Trust is set to expand, becoming a key deliverer of excellence in the north of England. All our students will leave us ready to take an appropriate place in a global society and proud to have belonged to an Ebor academy.

Our mission statement:

We are a community that works together to reach our aspirational goals and live fulfilling, purposeful lives.



Richard Ludlow, Chief Executive/
Executive Headteacher, Ebor Academy Trust



Benefits of being part of the Ebor Academy Trust

Teaching and Learning

Being part of a wider school community we are best placed to improve practice through sharing our expertise. We are able to invest in our workforce and provide professional development across the whole academy group.

At Ebor Academy Trust we take responsibility for each other. As well as informal support, we have strategy groups who work on specific elements of provision, such as early years and well-being.

Outstanding practitioners are identified and deployed as **Academy Specialists**, providing support across our schools for different curriculum areas. The academy specialists can provide bespoke support for individual staff through coaching and modelling approaches. They also provide additional capacity for our school-to-school support teams, working with the wider education community.

Leadership development

We are keen to develop our leaders for the future. We provide leadership training opportunities and experiences through nationally recognised

programmes including NPQML, NPQSL and NPQH. We also provide additional opportunities through the **Ebor Aspiring Leadership Programme**. Staff are encouraged to apply for this programme which involves leading a project during the year. Through developing an awareness of themselves, they are able to experience whether the leadership route is one they wish to pursue.

Leadership opportunities

Being part of a growing academy group results in greater opportunities for staff. Retaining outstanding teachers and leaders within the group creates sustainability and stability within schools. The organisation is able to strategically plan and invest in our future leaders, preparing individuals for their next professional step. The **Academy Specialist** role is an example of creating additional opportunities for staff. As a values-driven organisation, we are keen to share our expertise and to support other schools. The **Ebor School Support Team** provides further opportunities for staff to share their skills.

The Ebor School Support Service

Being part of an academy group creates further career opportunities for staff, retaining their skills within our schools whilst giving them further challenge and experience. Staff have the opportunity of being selected for **The Ebor School Support Team**. This support model involves a group of exceptional practitioners working under the direction of a senior leader. We have proven that this team approach is an effective method for delivering accelerated whole school improvement. So far, our teams have been deployed in North Yorkshire and the East Riding.

Career Pathways

Within the Ebor Academy Trust we can provide three career pathways; Master Teacher, Leadership and Specialist. We have a **Professional Development Director** who strategically supports the development of our workforce. As well as a comprehensive NQT development programme, we have established an RQT (recently qualified teacher) programme and are developing an entitlement model for staff at different stages of their career.



Cook school, music, PE and Spanish are subjects taught to great effect by specialist teachers shared among Ebor's primary academies in York and Selby

Specialist opportunities

Many of our schools take advantage of our four specialist areas; **Music, MFL, Sport** and the **Visual Arts**. We employ a number of specialist teachers who can work directly in schools, either where they are short of expertise or to provide assistance through training opportunities, coaching and school based support.

Collaboration

We believe in a strong collaborative approach with local authorities, governing bodies and school leaders. Schools should be passionate advocates for their community, proud to be local and fully engaged with what is going on around them. We encourage all our schools to participate in local networks such as local school partnerships or cluster arrangements. As an outward-facing organisation we also provide opportunities for our staff to experience and learn from others in a range of settings. For example, our NQT programme includes visiting other successful schools in a variety of challenging areas; and our leadership programme includes visiting contrasting schools who are

developing or have implemented innovative strategies to improve outcomes for children.

As well as continually building local and national links, the Ebor Academy Trust is keen to learn from successful education practice in international schools. We have long-standing international links with schools in Europe and Asia. These involve staff and student contact and exchange programmes.

Excellent Corporate Services

Our Corporate Services Team, led by our Finance Director, is the engine room of the operation. Effective and efficient use of resources supports teaching and learning across all Ebor academies. The key functions of the Corporate Services Team ensure both the long-term viability of individual academies and the growth and strategic direction of the Trust.

Supporting the future workforce

As a founding member of the Ebor Teaching School Alliance we develop our future workforce through our close involvement in initial teacher training. The Ebor Academy Trust works with a number of partnership schools to provide the School Direct programme. Many of the schools in this wider collaboration have appointed newly-qualified teachers who have participated in this programme. The training is provided by expert teachers across the Ebor schools and their wider School Direct partnership schools. This has provided many further opportunities for staff to share their expertise, whilst developing their own skills in delivering training to adults.



At a Tiny Steps Academy for two-year-olds

One of our teachers says...

*'In a day and age where the only constant in education is change, I find working within Ebor means I am constantly challenged and exposed to new ways of working, cutting-edge practice and different systems and styles. This is **not** a one-size-fits-all model.*

Working across a number of schools allows you to always reflect and feel inspired by the different settings, spreading best practice from within.

*Having worked for a local authority where you don't always feel like you can make an impact because of its size, the beauty of this small, but rapidly-evolving academy group, is that your views, voice and skills **do** matter and wherever you sit in the structure you have a very real chance to effect change on a child's life. Job satisfaction doesn't come much greater than that!'*

Central functions which make their mark

Corporate Services Team: Under the responsibility of the Finance Director, Ebor's Corporate Services Team provides specialist in-house services to support teaching and learning at all academies within the group.

Finance

The finance function manages processes and provides relevant financial acumen.

Good financial management is essential. The finance team gives senior staff and governors the information they need to be able to make informed decisions. Strategic advice, clear processes and technical financial knowledge mean that complex financial scenarios are fully understood.

Marketing and Communications

Marketing and communications champions the Ebor brand and we make sure the correct messages are effectively communicated to parents and the wider school community. Its primary function is to ensure Ebor's academies are go-to destinations – places that parents want their children to attend.

We also act as a sounding board for senior staff seeking advice on issues which may affect an academy's reputation.

Human Resources

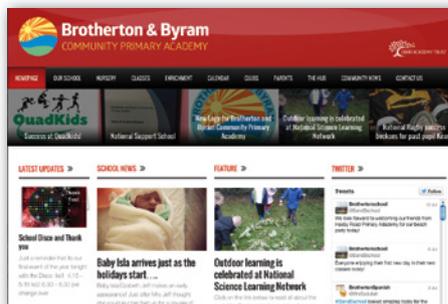
In our academy group we recognise the staff as our most valued resource and as such, staff well-being is of high importance. Our HR function delivers specialist support to each academy for recruitment, employment law, compliance, training and development, and employee relations to ensure staff are well managed and looked after. We actively engage senior staff and governors in effective staff management.

IT

Increasingly, IT departments are moving away from traditional roles towards improving outcomes through the use of innovative technologies. IT is no longer just the place to get the printer fixed – it is an enabler, meeting the challenge of finding new ways to engage with young people. This part of the Corporate Services Team is outsourced to providers familiar with technological advances in schools so we remain at the forefront of innovation.

Administration

At Ebor we recognise the positive impact that an effective administrative function at a school can have on teaching and learning. Each school has their own administration team that is in turn supported by the Corporate Services Team to ensure compliance, value for money, sound management and consistency across the group.



Newsletters, websites and press articles help convey the right image



Our aspirations



At Ebor Academy Trust we are keen to talk to schools considering academy status and looking for a suitable multi-academy trust to join.

We currently have academies in York, where we are based, in Selby, in West Yorkshire and on the Yorkshire coast, in Filey.

Our intention is to develop hubs of schools, in geographical areas, that can work together and work as part of our

wider group, sharing and promoting the Ebor values of Excellence, Belonging, Opportunity and Respect.

As the Ebor Academy Trust expands so too does our collective knowledge. We educate children from the age of two through to 16 years. We have experience of outstanding schools, new-build schools, PFI and transforming struggling schools into beacons of excellence. It's a rich mix.

We want our hubs to be vibrant, exciting places that are stimulating for participating schools and their staff and of genuine benefit to local communities. Join us on our journey.

Headteachers and governors wanting to know more should email Dani Rowlinson, PA to the CEO/ Executive Headteacher, to arrange an appointment: d.rowlinson@eboracademytrust.co.uk

Is it possible to join the Ebor Academy Trust and keep our school identity?

Good or outstanding schools have full delegated powers. With all schools we are keen they develop their own identity as they serve distinct communities.

There is no requirement to make changes for change's sake, however, to create a sense of belonging we would require you to use the Ebor Academy Trust logo on your website and school stationery. We can work with you on this, hopefully to everyone's satisfaction.

Can we work with you informally and not join your trust?

Collaboration is one of our founding pillars and so we are always keen to nurture professional relationships. Informal arrangements, however, are always vulnerable and we find that committed, legally robust partnerships invariably work out better for all parties in the long term.

If my school was to join, does that mean my staff could be asked to transfer to another academy in the group?

There may be developmental opportunities within the group, on a permanent or temporary, short- or long-term basis but there would be no obligation for staff to transfer if they did not want to.

Does the Ebor Academy Trust provide support should we decide to convert and join you?

As you will be aware, the Department for Education provides a grant of £25,000 when it issues an Academy Order. This is to pay for legal and any incurred costs (such as signage and stationery) upon conversion. Any remainder can be kept by the new academy. Ebor Academy Trust will provide support with your application.





Ebor Academy Trust Governance Model



EBOR ACADEMY TRUST



Key features

There is one company.

Members can be considered as the custodians of the Trust – they have a hands-off role in terms of managing the Trust and act as a 'check and balance' on the performance of the Ebor Academy Trust.

Trustees have strategic oversight and ultimate

responsibility for all management decisions within the Ebor Academy Trust academies.

A Local Governing Body (LGB) may be established by the Trustees of the Ebor Academy Trust. The LGB plays a support and challenge role for the academy's senior leadership team on day-to-day management of the academy.

www.eboracademytrust.co.uk

Excellence
Belonging
Opportunity
Respect