

# folio

EDUCATION TRUST

## WORKING WITH FOLIO EDUCATION TRUST



WE BELIEVE IN OURSELVES,  
WE BELIEVE IN EACH OTHER.

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## OUR FAMILY OF SCHOOLS



Coombe Wood School, is a brand new comprehensive Free School for students from 11 - 18 years old. The School's core values and specialism is linked to Health Related Fitness.



Park Hill Junior School is a three form entry Junior School which strives to create a strong educational foundation in the lives of the children of their community.



St. Peter's is a two form entry Primary School. The School ensures personal and academic success for all by focusing on essential core skills and an exciting and memorable curriculum.



An 'Outstanding' Grammar School for boys, which welcomes girls into the Sixth Form. WCGS blends the best of tradition with innovation to engage and inspire students to be the very best they can be.



## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

My passion is the nurture and development of young people and I love the way Folio Education Trust ensures that every decision is made with children's best interests in our hearts. I am hugely excited to see how Folio can make a difference to the lives of local children who will grow to become future parents, employees and employers with good decision making skills and an energy to discover and reach their personal best.

I was one of the founding Trustees of Folio in 2016 following a successful Free School application to open Coombe Wood School (CWS) in South Croydon. Prior to that I joined Wallington County Grammar School (WCGS) in 2010 where I undertook the role of Headmaster between 2013 and 2018. Two of the proudest moments in my 22 year professional career in Education, were supporting WCGS in being judged as outstanding by Ofsted in January 2017 and when CWS opened its doors to children in September 2018.

The strategic intent for Folio Education Trust has now been agreed for the period 2019 to 2025 and therefore the answer to the question; 'Why do we exist?'. Within this brochure we identify not only our mission to provide inspiring and safe places for people to learn but also our vision and goals for the future. We have four future facing goals and I hope that through reading this brochure you will see how we intend to deliver them and be able to measure our success.

Our passion is being able to find a local solution to school improvement which enhances the earned autonomy of each school. Through meaningful collaboration we use a simple model enabled by financially efficient shared services. Folio Schools all recognise that together we are a stronger organisation and together we can all improve. This is underpinned by Folio's motto which supports all of our schools - 'We believe in ourselves. We believe in each other'.

We welcome additional collaborative partners to join us so that we can continue to learn and achieve. The following pages provides a brief insight into the benefits that working with Folio Education Trust brings. Governors, staff and students can all have peace of mind that our essential services are in place to deliver excellence and are continually evaluated to ensure we listen, understand and anticipate the needs of the people that are being served. Through a process of identifying and mitigating risks we will deliver excellent value for money and efficient resource management.

Mr J J Wilden

Chief Executive Officer

# OUR STRATEGIC INTENT

## What do we believe as an organisation?

We believe in the power of collaboration and the importance of developing schools who instil ambition and the desire in every staff member and every young person to discover and achieve their personal best, overcoming any challenge they may face. The Trust is committed to the pursuit of excellence, with young people at the heart of everything we do and personal wellbeing prioritised at every stage. We believe in ourselves. We believe in each other.

## Our Mission and Purpose – why do we exist?

To provide inspiring and safe places to learn, where young people are respected, their talents nurtured and where they are able to thrive. Folio Schools offer young people the best chance to lead happy, healthy lives and to be responsible, active citizens.

In Folio Schools; Young people are healthy and happy.  
Young people feel safe.  
Young people have good relationships.  
Young people become active and involved in school life and the wider world.

## Our Vision and Goals – where will we be by 2025?

By 2025, we aim to establish a wider family of collaborative Primary and Secondary Schools supporting over 5,000 young people and 500 staff all working towards the following outcomes;

**Goal #1** - We will deliver outstanding educational standards across all Folio Schools ensuring we have the capacity to create a sustainable and collaborative model of school improvement which continually evaluates, develops and celebrates success.

**Goal #2** - We will recognise the rights of all young people ensuring that daily school life gives children the best chance to lead happy, healthy lives and the opportunity to become responsible, active citizens.

**Goal #3** - We will be an employer of choice, providing good people management, transformational leadership and opportunities for all staff to fulfil their potential. We will recognise the importance of investing in staff and focussing upon people's well-being.

**Goal #4** - We will provide a shared services model for all Folio Schools which listens, understands and anticipates the needs of the people that are being served. Through a process of identifying and mitigating risks we will deliver excellent value for money and efficient resource management.

## SCHOOL IMPROVEMENT

Our first strategic goal (Goal #1) focuses on creating and measuring a sustainable and collaborative model to deliver outstanding educational standards. This is key to our success and while maintaining a school's earned autonomy we work closely across the Trust to support each other in our school improvement journey. Our 'School Improvement Team' works with Headteachers, Senior Staff and the Chairs of Governing Bodies to ensure there is a rigorous focus on Self Evaluation, School Development, Staff Appraisal and Continuing Professional Development. These are the key drivers of improving schools and when carried out in a timely manner with rigour and accuracy; Headteachers, Senior Staff and Governors can all be reassured that resources are well used to target the areas which matter the most. We measure our success in achieving this goal through the outcomes of children, Ofsted judgement and the evidence displayed during Folio Peer Reviews.

Our second strategic goal (Goal #2) guides us to ensure that we recognise the rights of all young people ensuring that our schools are happy and healthy places where children can learn how to become responsible citizens. Through generating improved financial economies of scale across the Trust from our shared services we are able to give all Folio Schools a higher percentage of their funding which can be directed towards school improvement strategies and teaching and learning resources which can have a direct impact upon pupil outcomes. We measure our success in achieving this goal through evidence of participation in extra-curricular activities, engagement in Health Related Fitness, and case studies from all schools which demonstrate the impact of pastoral care routines, events and curriculum enrichment.

Our School Improvement Team includes the following people who regularly collaborate and share aspects of good practice to support and challenge each other;

Who are we?	What do we do?
Jonathan Wilden Chief Executive Officer	School Improvement Strategic Lead and former Headteacher
Zoe Harris Elmwood Infants Headteacher	School Improvement Consultant for Folio
Barry Laker CWS Headteacher	School Improvement Partner for Secondary Education
Ann Pratt PHJS Headteacher	School Improvement Partner for Primary Education
Caroline Barriball & Sam Sandle SPPS Co-Headteachers	School Improvement Partner for Primary Education
Jamie Bean WCGS Headmaster	School Improvement Partner for Secondary Education

All Folio Headteachers regularly meet to discuss examples of school improvement. We share our professional reflections and organise Folio Peer Reviews where we act as critical friends, reviewing and suggesting actions to address areas of concern and finding evidence to help celebrate aspects of outstanding practice.

These reviews have proved invaluable and can be evidenced in the support most recently provided to St Peter's Primary School:

"The Trust and Headteachers provide strong and ambitious leadership. They have managed the school through a period of change and raised expectations of pupils. Their work has made sure that pupils continue to receive a good quality of education." (Ofsted Report, October 2019)

Other notable success stories across the Trust have included the opening of Coombe Wood School in September 2018 which is a new comprehensive Free School for children aged 11-18. This new provision located in the heart of South Croydon has attracted much support from local families and has in its first two years of opening been seven times oversubscribed in applications.

Wallington County Grammar School in Sutton has continued with its positive contributions to pupil outcomes being judged as outstanding by Ofsted in January 2017 and producing GCSE Progress8 value added scores within the top 1% of schools nationally in August 2019.

Our strengths lay within a collaborative model of earned autonomy where all Folio Headteachers are supported to run their own schools within their local context and at the same time support and challenge each other. There is a keen focus upon sharing agreed frameworks for evaluation, development, appraisal and governance in all Folio Schools but alongside this we ensure that all Folio Schools are able to celebrate their unique character and individuality and local issues such as curriculum narratives, behaviour policies and teaching and learning initiatives to name a few.



'We benefit from the shared services model; the strategic leadership support and the financial expertise whilst retaining our autonomy, school ethos and values.'



C Barriball & S Sandle  
Co-Headteachers, St. Peter's Primary School

## WE BELIEVE IN THE POWER OF A COLLABORATIVE SHARED SERVICES MODEL

It is important to us that while supporting schools we ensure that every single customer is 100% happy. To ensure that we continually strive to achieve this we have developed the following collaborative values which aim to answer questions, resolve support issues, nurture relationships, provide value for money and develop a strong sense of loyalty.



'Folio Financial Services has provided WCGS with excellent support with well organised systems in all aspects of school finance, detailed and user friendly reports as well as warm and friendly staff.'

J Bean, Headteacher,  
Wallington County Grammar School

## FOLIO SHARED SERVICES TEAM



**Oliver Blackburn**  
Chief Operating  
Officer



**Richard Baker**  
Chief Finance  
Officer

The Folio Shared Services Model is critical for supporting the delivery of quality education across all the Trust schools.

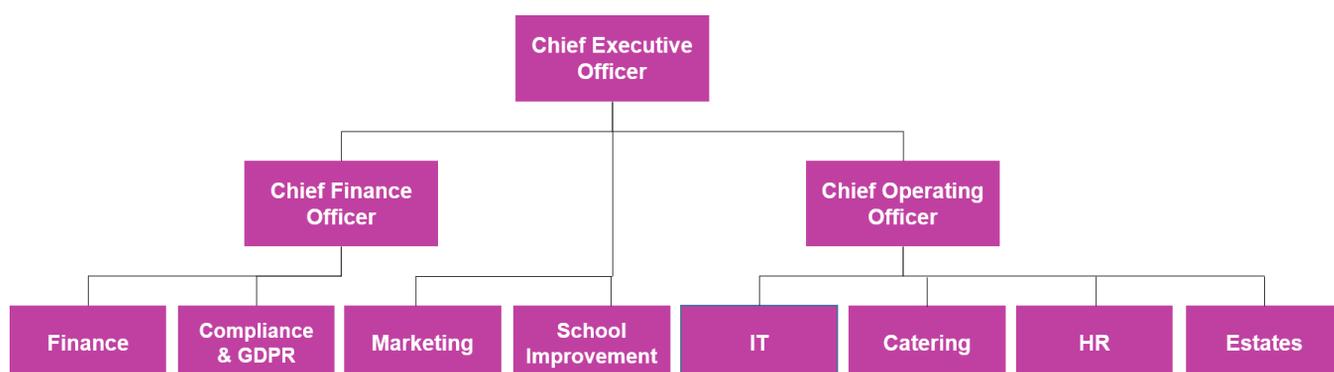
Our third strategic goal (Goal #3) highlights our desire to be an employer of choice; enabling us to attract, recruit and retain the best talent in the education sector. We achieve this by providing ongoing development opportunities, as well as listening to staff and focusing on their wellbeing.

The fourth strategic goal (Goal #4) is in place to ensure the strong performance of our Shared Services model, making certain all schools experience a quality service and achieve value for money. The structure ensures that we share experience and expertise across the schools, so that each one gets the best service outcomes.

Our team has already achieved a number of successes in collaboration with the schools, of which we are very proud.

### Folio Structure

We have eight service departments employing over 60 people. The Executive Team and Management Team work closely with the Folio Headteachers and Senior Leaders to ensure that progress is made towards the strategic goals.



# SHARED SERVICES: EVIDENCE OF IMPACT

## Estates

Successful application to open a new Free School in South Croydon. We will successfully deliver Coombe Wood School's permanent building in Autumn 2020 having worked closely with the main contractor, the Education Skills and Funding Agency (ESFA) and the Department for Education (DfE) to deliver the £35m project on time. For the last two academic years we have supported the opening of the School in temporary buildings.

We have consolidated our utility contracts (water, gas and electricity) across all Folio Schools reducing the administrative burden of paying multiple providers at different times of the financial year. A three year deal will also provide economies of scale and financial savings.



The shared services model offered by Folio is complimentary to the needs of our school. At PHJS, we know where and how to source out what we need, especially in estates due to our aging building; and this is delivered with a personal touch and with efficacy.

A Pratt, Headteacher,  
Park Hill Junior School

## Catering

Joint MAT to MAT procurement with the Greenshaw Learning Trust has increased our leveraging and purchasing power to over 20 schools and created a contract of over £1 million. This ensures Folio Schools get the best deal for meal provision whilst maintaining quality.

All Folio Schools have currently attained a 5\* food safety and hygiene award from the Environmental Health Officer.



The ground level catering team and site team do a fantastic job ensuring that the hot and cold food services run smoothly at CWS, despite the logistical issues of a temporary building. We look forward to seeing students dine in luxury, as we enter our new permanent buildings in the near future.

B Laker, Headteacher,  
Coombe Wood School

## **IT**

We have set-up a Trust wide Google G-Suite allowing staff and pupils to use one login to access everything they need to work and learn. The Classroom App alone saves each school approximately £4k per year compared to more traditional VLEs which were previously used and which had become outdated and congested places to navigate.

In addition we have introduced a cloud based telephone system, meaning staff can make calls free of charge.

## **Human Resources**

In the last academic year the Trust recruited 68 new staff across teaching and non-teaching roles, with a first time appointment rate of 97%. This demonstrates the impact of our marketing and recruitment brochures as well as our recruitment strategy.

Centralised online training for non-teaching staff across the Trust offers CDP such as safer recruitment, prevent training, health & safety, heavy lifting and ladder training. Currently 81 active participants have completed 788 course modules to date. All Folio Schools have access to Folio HR advice and from our retained services with Stone King.

## **Finance & Legal Services**

The successful implementation of PS Financials across all sites has led to streamlined processes with improved workflows. This software application provides accurate analysis of spending patterns which can be easily communicated to Senior Staff and Governors.

The development of a partnership model and educational school specific analysis supports Senior Leadership decision making to ensure spending is in line with agreed budgets and value for money.

All Folio Schools have access to our Folio Financial Management & Audit Services as well as our retained services with Buzzacotts.

## **Compliance**

By developing a 'Policy Compliance Scorecard' we have supported all Folio Schools to complete timely policy reviews and we have increased overall policy compliance from 79% to 92% in a six month period. All Folio Schools are supported with all matters linked to GDPR.

## **Marketing**

All Folio schools are developing new websites with the help and support of Folio Marketing. They are reviewed to ensure they are fully Ofsted compliant.

The marketing of Coombe Wood School has led to the School being seven times oversubscribed in the first two years of opening. New marketing material provided for all Folio schools has supported the excellent first time appointment rate achieved by HR when advertising for new staff.

## **School Improvement**

Our 'Peer Reviews' and model of school improvement has meant that all Folio schools are judged to be 'Good' or 'Outstanding' by Ofsted. We have created a collaborative model of evaluation, development, appraisal and governance to ensure that all schools have an accurate model of accountability.

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## OUR GOVERNANCE MODEL

Folio has developed a collaborative governance model which provides an agreed structure across the Trust while ensuring that each school is in control of supporting and challenging a range of essential areas of evaluation.

Each Folio School has a local governance function (Local Advisory Boards - LABs) made up of a Chair and a group of lead advisors whose role it is to support and challenge the school in specific areas such as the Quality of Education, Leadership & Management and the experience of those children from disadvantaged groups. Clear Job Descriptions are provided for all LAB members which guides and supports them in their specific evaluation role. Each school reports its findings through Headteacher Reports and Lead Advisor Reports to a central Trust Board which also consists of a Chair and a group of lead trustees who are appointed following a skills audit. All Trustees have the interests of all Folio Schools in mind.

Headteachers are encouraged to sit with Trustees and all play an active role in agreeing funding models and demonstrating the progress that their school is making towards its annual development objectives. All Folio Trustees play their part in visiting Folio Schools and meeting staff and children so that they remain connected to the reality of running educational establishments. There is a clear Scheme of Delegation which governs the Trust and this is continually reviewed at both the Trust Board and at Local Advisory Boards to ensure it is fit for purpose.



## MESSAGE FROM THE CHAIR OF THE BOARD

As Chair of Folio Education Trust I wish to ensure that all our schools are run effectively and create the best learning environment for our children. Folio is about; value for money and the provision of educational experiences for children and staff which promote health, well-being and excellent outcomes. Our vision is about the whole child. It's about our local community, and the values that our children will give back to our local area when they become adults. This is the message I want all of our children to take with them: they are part of our community, and they have their part to play.

Dr Tim Crayford

Chair of the Trust Board

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