



THE ST. BART'S  
**ACADEMY**  
— TRUST —

# St. Bart's Service Handbook

This handbook has been written to provide  
all St. Bart's Academies with a clear  
reference to the central services  
provided by St. Bart's.

[www.sbmat.org](http://www.sbmat.org)

July 2017



# Our Values Are At The HEART Of Everything We Do



## Introduction

This handbook has been designed to give an overview of the operational support services which enable teaching and learning within St. Bart's Multi Academy Trust. When considering the operational services, it is vital to understand the Mission and Values of St. Bart's Multi Academy Trust.

## Mission

The St. Bart's Multi-Academy Trust believes that education is preparation for life and we seek to prepare each child to face life beyond the School with confidence.

- **We aspire** to set high standards for personal behaviour and self-discipline, with courtesy, consideration and respect for other people of all ages, races and cultures.
- **We aim** to deliver exciting and quality learning experience in a safe, secure and happy environment.
- **We endeavour** to achieve high standards in every aspect of school life by making the most efficient use of all the resources available.

The St. Bart's Multi-Academy Trust is committed to improving the life chances of all children, wherever they may be. This moral obligation, our mission, does not end at the school gates, within our own Local Authorities, or even within our own country. Where St. Bart's Academies have the capacity to make a difference, they are morally bound to do so.

## Core Values

Our core values are represented through the acronym: **PEACE**

**Passion** — We are privileged to be working in education, where we have the ability to profoundly change children's lives; this means that the stakes are incredibly high. Our aim is always to provide for the pupils of our Academies what we would want for our own children.

**Encouraging** — All staff have a duty and responsibility to be encouraging and supportive of each other. All our schools have a "can do" culture where excuses are never tolerated.

**Ambition** — Embodied in the Trust motto, "Achieving schools and caring communities". All academy members are expected to aim for excellence in their individual professional roles.

**Commitment** — In the best traditions of the profession all staff are prepared to go the extra mile to provide the best possible education for their pupils. The interests of children are paramount and guide all that we seek to do and achieve.

**Enjoyment** — The time children spend in education is precious. We have a responsibility to ensure that every moment a child is in a St. Bart's Academy they enjoy learning and strive hard to achieve well and fulfil their maximum potential.

We expect that all members of The St. Bart's Multi-Academy Trust respect and model these values. These values form the basis of initial discussions with all prospective employees of the St. Bart's Academies.

# The St. Bart's Multi-Academy Trust

## Footpath to PEACE



At the heart of The St. Bart's Academy Trust is the SBMAT "Vision and Mission". Everything derives from it. The footpath of the SBMAT vision and mission lead to PEACE one step at a time:

### Step 1: Trust First

As the mission and vision are shared by all stakeholders, there is an acceptance that we are all one team, one family. All stakeholders must believe in **"Trust first"**.

### Step 2: Trust Way

As a Trust we celebrate and promote the diversity of our academies, but as one team it is right that we should also agree to do certain things in a consistent way, the SBMAT way. What is determined to be the SBMAT way will be agreed by a process of co-creation and inclusive review: however, once agreed, there is no opt-out only the **"Trust way"**.

### Step 3: Trust All

Given that SBMAT is a family, all its members – Academies, groups and individuals – must be successful. **"Trust all"** is the process by which "we all succeed together", enabling additional support to be provided where needed.

### Step 4: Trust Tomorrow

Individually and collectively, we must ensure that one eye remains firmly fixed on the future, anticipating and preparing for our next stage of development. Together we can confidently look to the horizon and release the **"potential"** in all.

# What does PEACE mean to you?

## TRUST EFFECTIVENESS TEAM

In the Trust Effectiveness Team we demonstrate

### Passion by

- Going above and beyond and taking an active interest
- Sharing information between the team and academies
- Leading by example
- Being proactive

### Encouraging by

- Having a clear understanding of priorities
- Consideration of timescales for work
- Doing things when they need doing
- Responding quickly to circumstances that arise
- Encouraging good communication with all

### Ambition by

- Providing the best service
- Looking at ways to improve all our academies
- Being able to offer ideas about new ways of working
- Stepping out of your role to help others when more people are needed
- Continuity to improve and grow

### Commitment by

- Following the St. Bart's Footpath
- Being flexible
- Always completing a job to the highest standard and on time

### Enjoyment by

- Taking pride in what we do
- Doing the job to the best of our ability
- Being and looking professional
- Developing others to be the best that they can be

## TRUST EFFECTIVENESS TEAM

The Trust Effectiveness Team fully recognise the key role of high quality school improvement support.

The Trust Effectiveness team delivers on the vision for the St Bart's Footpath to:

- Support Leadership and Management
- Support Teaching and Learning
- Enable the professional development of staff

This takes the format of –

- 4 trust effectiveness visits including Learning walks, book scrutinies, data analysis, review of school priorities and Principal's Performance Management Review
- Training delivered through BTSA
- Pastoral support
- Pre, during and post inspection support
- One day Academy reviews
- Safeguarding, ICT and Health and Safety reviews
- Pupil Premium and Early Years reviews

| <b>Step 1: Trust First</b>   |  |
|--|--|
| <b>St. Bart's Fund</b><br><br>Deputy CEO for Standards<br>Facilitation of the Board of Trustees  | <b>Academy Funded</b>  |
| <b>Step 2: Trust Way</b>   |  |
| <b>St. Bart's Fund</b><br><br>Strategy and Process Design<br>Policy and Procedure design<br>Trust Data Analysis<br>Website compliance                    | <b>Academy Funded</b>  |
| <b>Step 3: Trust All</b>   |  |
| <b>St. Bart's Fund</b><br><br>Coaching and Mentoring<br>Guidance and Support Visits  | <b>Academy Funded</b><br><br>Pupil Premium reviews<br>SLE/LLE support          |
| <b>Step 4: Trust Tomorrow</b>  |  |
| <b>St. Bart's Fund</b><br><br>Training Hub<br>CPD oversight<br>BTSA training programme<br>Network meetings and Core 4<br>Governors meetings and training | <b>Academy Funded</b><br><br>External training<br>Academy Improvement projects |

# What does PEACE mean to you?

## ICT TEAM

In the ICT Team we demonstrate

### **Passion** by

- Going above and beyond
- Keeping up to date with new technology
- Sharing information between the team and academies

### **Encouraging** by

- Sticking to deadlines and having a clear understanding of priorities
- Ensuring that equipment is up to standard when it is needed and fit for purpose
- Being proactive in communications

### **Ambition** by

- Wanting to learn new things
- Providing the best service
- Being the best that we can be

### **Commitment** by

- Following the St. Bart's Footpath
- Being flexible
- Always completing a job to the highest standard and on time

### **Enjoyment** by

- Smiling and being happy with a 'Can do' attitude
- Being always willing to help
- Recognising that no job is too small

## ICT TEAM

The ICT Team fully recognise the key role that ICT plays in the day to day life of an academy. To maximise St. Bart's ability to modernise and fully exploit new ICT developments, the team, collaborates and shares best practice amongst all staff and works to deliver ICT systems that are flexible and responsive to demand in order to support whole Trust policies and the strategies.

Additionally the team takes advantages of new technologies in order to deliver faster business benefits and reduce costs; and negotiates with suppliers to achieve financial and efficiency economies of scale.

The ICT team delivers on the vision for the St Bart's Footpath in using ICT to:

- Support Teaching and Learning
- Develop and enhance methods of communication
- Enable the professional development of staff
- Facilitate the administration and management of learning
- Support Leadership and Management

| <b>Step 1: Trust First</b>  |   |
|---|---|
| <b>St. Bart's Fund</b><br><br>ICT Lead Technician<br>Data Manager<br>Team meetings                                  | <b>Academy Funded</b><br><br>ICT Technicians  |
| <b>Step 2: Trust Way</b>  |   |
| <b>St. Bart's Fund</b><br><br>Strategy Design<br>Helpdesk<br>Policy and Procedure design                            | <b>Academy Funded</b><br><br>Specified Equipment<br>Technician Support<br>Connectivity and Disaster Recovery<br>Solutions |
| <b>Step 3: Trust All</b>  |   |
| <b>St. Bart's Fund</b><br><br>Contract negotiation<br>Project management for ICT installations and refresh projects | <b>Academy Funded</b><br><br>Purchase of hardware, software, license and SLAs as required                                 |
| <b>Step 4: Trust Tomorrow</b>   |   |
| <b>St. Bart's Fund</b><br><br>Training Hub<br>ICT research and development  | <b>Academy Funded</b><br><br>Apps for parents   |

# What does PEACE mean to you?

## PREMISES AND ESTATES TEAM

In the Premises and Estates Team we demonstrate

### **Passion** by

- Leading by example
- Going the extra mile and taking an active interest
- Being proactive

### **Encouraging** by

- Consideration of timescales for work
- Helping each other and working together
- Doing things when they need doing

### **Ambition** by

- Having good and relevant communication so we can improve our performance
- Looking at ways to improve all our academies

### **Commitment** by

- Following the St. Bart's Footpath
- Being conscientious
- Meeting deadlines

### **Enjoyment** by

- Taking pride in what we do
- Doing the job to the best of our ability
- Being and looking professional

## Premises and Estates

The Premise and Estates Team understands the vital role they play in ensuring the safety and security of all individuals who enter a St. Bart's Academy. At the same time, the team also works to ensure that children and their learning is at the centre of everything we do.

To achieve these ends, the Premises and Estates Team, has the following as a basis for realising the St. Bart's Footsteps for Premises and Estates:

- Ensuring the safety of children, staff and visitors
- Providing unique and inviting educational settings
- Developing a trained and skilled workforce
- Improving the environmental and sustainability of St. Bart's

| <b>Step 1: Trust First</b>   |   |
|--|---|
| <p><b>St. Bart's Fund</b></p> <p>Estates and Facilities Manager<br/>St Bart's Business Manager<br/>St Bart's Team training<br/>Team meetings</p> | <p><b>Academy Funded</b></p> <p>Site Staff</p>  |
| <b>Step 2: Trust Way</b>   |   |
| <p><b>St. Bart's Fund</b></p> <p>Strategy Design<br/>Helpdesk<br/>Policy and Procedure design<br/>Contractor database<br/>Signage brokerage</p>  | <p><b>Academy Funded</b></p> <p>Staff Uniform<br/>Asset Management<br/>Specialist Health and Safety Advice<br/>Mini-buses</p> |
| <b>Step 3: Trust All</b>   |   |
| <p><b>St. Bart's Fund</b></p> <p>Contract negotiation, support and management<br/>Project management for major works</p>                         | <p><b>Academy Funded</b></p> <p>Building and maintenance projects</p>   |
| <b>Step 4: Trust Tomorrow</b>  |   |
| <p><b>St. Bart's Fund</b></p> <p>Training Hub<br/>Internal training<br/>Bid applications for capital projects</p>                                | <p><b>Academy Funded</b></p> <p>External training<br/>Flick training</p>  |

# What does PEACE mean to you?

## FINANCE AND ADMINISTRATION TEAM

In the Finance and Administration Team we demonstrate

### Passion by

- Being approachable and welcoming
- Executing our jobs to the best of our ability
- Being punctual, flexible and willing to go the extra mile

### Encouraging by

- Sticking to deadlines and having a clear understanding of priorities
- Being eager to take on new challenges
- Responding quickly to circumstances that arise
- Encouraging good communication with all

### Ambition by

- Being able to offer ideas about new ways of working
- Stepping out of your role to help others when more people are needed
- Continuity to improve and grow

### Commitment by

- Following the St. Bart's Footpath
- Knowing what it takes to get jobs done and willing to do more

### Enjoyment by

- Smiling and being happy with a 'Can do' attitude
- Being an office angel and not an office demon
- Focusing on a positive outcome to each day

## FINANCE TEAM

To be an outstanding organisation, Finance and Administration functions need to be well informed and effectively and efficiently managed. Within St. Bart's we have taken the bold move to retain highly skilled professionals in our academies and within the central team.

Key processes have been standardised which means that all academies benefit from consistent support and economies of scale.

In designing Finance and Administration, the following principles have been used:

- Finance informs, but never makes a decision
- We are here to enable teaching and learning and the smooth operational running of the academies

| <b>Step 1: Trust First</b>  |   |
|---|---|
| <p><b>St. Bart's Fund</b></p> <p>Chief Finance Officer<br/>St. Bart's Accountant<br/>Business Manager meetings</p>  | <p><b>Academy Funded</b></p> <p>Office staff</p>      |
| <b>Step 2: Trust Way</b>  |   |
| <p><b>St. Bart's Fund</b></p> <p>Report templates<br/>Strategy and Process Design<br/>Policy and Procedure Design<br/>Centralised VAT and Banking<br/>External and Internal Audit<br/>Helpdesk<br/>Finance Software</p> | <p><b>Academy Funded</b></p> <p>Insurance</p>         |
| <b>Step 3: Trust All</b>  |   |
| <p><b>St. Bart's Fund</b></p> <p>Contract negotiation<br/>Monthly finance meetings<br/>Budgeting software</p>   | <p><b>Academy Funded</b></p>                          |
| <b>Step 4: Trust Tomorrow</b>   |   |
| <p><b>St. Bart's Fund</b></p> <p>Training Hub<br/>Finance staff induction<br/>Internal training</p>   | <p><b>Academy Funded</b></p> <p>External training</p> |

## ADMINISTRATION TEAM

The provision of effective HR and Governance is essential to the health of St. Bart's Multi-Academy Trust. We are committed to collaborating and sharing best practice in HR management amongst all Senior Leadership Teams in our Academies,

From a Governance perspective, it is also vital that have in place effective and strong arrangements to ensure St. Bart's complies with all legal requirement and meets its duties as a custodian of public funds.

To achieve these aims, the HR and Governance Team will:

- Provide an outstanding support service
- Lead in the creation of a workforce that has world-class leaders
- Provide effective governance support

| <b>Step 1: Trust First</b>  |  |
|---|--|
| <p><b>St. Bart's Fund</b></p> <p>Deputy CEO for Operations<br/>Company Secretary and Clerk<br/>Facilitation of the Board of Trustees</p>                            | <p><b>Academy Funded</b></p>   |
| <b>Step 2: Trust Way</b>  |  |
| <p><b>St. Bart's Fund</b></p> <p>Strategy and Process Design<br/>Recruitment and HR advice<br/>and support<br/>Policy and Procedure design<br/>Branding</p>         | <p><b>Academy Funded</b></p> <p>Staff recruitment<br/>Clerk to the Governing Body<br/>Admissions and Appeals</p> |
| <b>Step 3: Trust All</b>  |  |
| <p><b>St. Bart's Fund</b></p> <p>Contract management<br/>of Payroll Contract</p>  | <p><b>Academy Funded</b></p> <p>Living Wage Employer Status<br/>Terms and Conditions</p>                         |
| <b>Step 4: Trust Tomorrow</b>   |  |
| <p><b>St. Bart's Fund</b></p> <p>Training Hub<br/>CPD oversight<br/>BTSA training programme<br/>Network meetings and Core 4<br/>Governors meetings and training</p> | <p><b>Academy Funded</b></p> <p>External training</p>  |



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