



innovation resilience excellence



Join us on our Journey to Excellence



# Welcome to Djanogly Learning Trust

## Foreword: Liz Anderson, National Leader of Education and Executive Headteacher at Djanogly Learning Trust

Welcome to Djanogly Learning Trust. We believe that every child has the right to an education that gives them the best opportunity to succeed and prosper. We know that this takes great people, hard work and attention to detail. This is a considerable responsibility and we take it very seriously. Everyone within our trust is fully committed to learning.

### Our sponsor

Our Sponsor is Sir Harry Djanogly, CBE, whose contribution to education in Nottingham has been considerable. He was instrumental in the establishment of one of the first city technology colleges from which the current multi academy trust was established and he continues to support the Djanogly Learning Trust as it develops as a primary only multi academy trust.

### Children at the heart of all decision making

Children are at the heart of all our decision making, and we view everyone as a learner, adults and children alike.

### School individuality

We believe that schools should be at the heart of their community. This means we encourage our schools to retain their own individuality in order to serve their children and families.

### Journey to Excellence

We are a family of schools that support each other and share best practice. All our schools are committed to their 'Journey to Excellence'.

### Support services

Through our effective range of school services we have professionals who can support with:

- Teaching and Learning
- School Improvement Strategy
- Professional Development
- School Business Toolkit
- Finance and Estates
- HR and Staffing
- Governance and Compliance
- IT networks and hardware

### Professional development

We particularly focus on continued professional development for all staff at all levels. We can all improve our own knowledge skills and understanding in order to ensure greater success for our children.

### Join us on our Journey to Excellence

If you are interested in joining us on our 'Journey to Excellence', please contact us on 0115 942 1352 or [info@djanogly.org](mailto:info@djanogly.org). Visit our website at [www.djanogly.org](http://www.djanogly.org).



**Ron Kenyon, OBE, Chair of the Board of Directors:** "As Chair of the Board of Directors at the Djanogly Learning Trust I am delighted to introduce you to our Trust. The Board and I take our responsibilities very seriously and we work hard to ensure that all the children we serve are given the very best opportunity to succeed and prosper. We acknowledge the strength in our staff teams and encourage them to strive for excellence in everything they do. Our family of schools, whilst retaining their individuality, all have the same goals for our children and the interests of those children are at the very heart of everything we do. I encourage you to take the opportunity to visit us and see for yourself how we are putting our vision and values into practice."

We welcome visits to any of our academies and really enjoy meeting with like minded professionals. If you would like to come and talk to us to discuss ideas, share best practice or talk about mutual support in this demanding yet rewarding world of education - then please don't hesitate to get in touch.





# Djanogly Learning Trust Vision

## Succeed and prosper

We believe that every child has the right to an education that gives them the best opportunity to succeed and prosper. We know that this takes great people, hard work and attention to detail. This is a considerable responsibility and we take it very seriously. Everyone within our trust is fully committed to learning. Our ethos is to be innovative in order to improve, to develop resilience in order to face challenges, and to strive for excellence in everything we do.

## Innovation

We believe it's vital to look for new and creative approaches in order to maintain our ongoing commitment to improving our teaching and learning provision. We strive tirelessly to achieve the best, are not afraid to take risks and are never complacent. All of our staff are actively encouraged to look for improved ways of working and to promote an atmosphere of trust.

## Resilience

We believe it's crucial for both children and adults to develop a strong sense of self in order to succeed in challenging times. Our mission is to ensure that our children and staff have the independence to work things out for themselves, the confidence to ask for help when they need it and the courage to never give up.

## Excellence

We believe that everyone deserves to experience excellence. Our organisation is ambitious and we endeavour to support all our children and staff to reach their full potential. We commit to delivering high quality professional support at all levels as part of our journey to excellence. By providing this excellence in teaching and learning, we ensure that all our children have the necessary knowledge and skills to succeed.



Tim and his staff are delighted Djanogly Strelley Academy is now officially regarded as ‘a good school’



Tim Jeffs is Head of School at Djanogly Strelley Academy, which provides education for more than 450 children aged between 3 and 11 living in the Strelley area of Nottingham.

## Rapid progress

Tim and his staff are proud to have taken their school from being considered to have ‘serious weaknesses’ to ‘good’ since joining Djanogly three years ago. Tim says: ‘With the invaluable support of the Djanogly Learning Trust we have moved from being one of the worst performing schools in the country to being well above national standards. We are now in the top 15 per cent of schools for progress in writing and maths between Key Stage One and Key Stage Two.’

## Becoming an academy

Djanogly Strelley Academy was formerly Seagrave Primary School, which had been judged to have ‘serious weaknesses’. Tim says: ‘Under the previous head teacher we were given warning notices from the local authority about our poor performance and were told the school would eventually have to become an academy.’ Tim took on the role of Acting Head and, with the Governors, proactively looked for an academy sponsor. The school became a Djanogly academy on 1 February, 2014.

## New curriculum

‘We kept largely the same staff, who supported the improvements that were made and are now more accountable for outcomes. We are much cleverer and sharper with our curriculum, having spent time and money creating our own, which is based on questioning and exploration to give more purpose to learning. We have encouraged greater parental involvement in the school by helping families understand they have a role to play in their children’s learning,’ Tim says.

## Well supported

‘We have had valuable support from Djanogly Northgate Academy. Our staff spent time there looking at how teachers work and looking at the systems that they used. Northgate was initially the strong partner and the ideas we got from them played a major role in our improvement. Before, we were a Local Authority school on our own without people to go to for advice or who would challenge and support us. It was a big help having an

Executive Head Teacher, Liz Anderson, who had been Head at Northgate and had a wealth of experience. She has given us regular support and helped us raise our expectations. It has also been good to have other academy Heads to share ideas with. It is helpful to have other people to talk to who are in our position. We now have a far more equal relationship, with both schools having strengths that we share with each other.

## Improved facilities

‘I don’t think we would have made nearly so much progress without all the support we have had from the Trust with finance, HR and estates, which allowed us more time to focus on teaching and learning. It really helps having strong systems in the background to support Heads so they are not distracted by other things. The children and parents are also now feeling the benefits of having much better facilities,’ Tim says.

## Striving to get better

‘When we became an academy we were given the chance to start again. The children are now attaining at a higher level and are receiving a more exciting and engaging curriculum. At the Ofsted inspection in January we were judged to be good in all areas. It was testament to the hard work of all the staff, pupils and parents. We can have a real sense of pride about what we have created. We knew we were getting better but for the last three years have had no external recognition. It has given us all great personal satisfaction to have it acknowledged that we are doing better for our pupils. Our challenge now is to maintain the level of improvement so we are given a higher grade in three years time.’



# Our Offer: high quality reliable support

## Core purpose

As primary specialists we know that many primary schools are finding themselves more and more isolated and unable to source high quality reliable support. Under our structure we ensure that educational professionals can focus on our core purpose - educating our pupils, whilst professionals in their fields provide advice and service to ensure that the school is efficient, accountable and provides value for money.

## We offer

- Strong partnership with an emphasis on the sharing of good practice and peer challenge, both within our Trust and in working with others
- Autonomy for individual schools based on leadership capacity
- Creative and innovative ways of working
- Provision of richer opportunities and career pathways for our staff
- Collaborative approaches to professional development and practice
- Clear focus on each school meeting the needs of its own community within our wider structure
- Customer focused business support experts including: Estates, Finance, Governance & Compliance, Health & Safety, HR, IT, Risk Management and Media Relations
- Centralised policies and computerised systems: making life much simpler for our schools, driving efficiencies and allowing more money to be invested on the front line



# Managing multiple building projects to enhance each academy is an exciting daily challenge for Derek



Derek Lisley is Head of Estates and Services for the Djanogly Learning Trust. For the last five years he has supported the Djanogly academies from a business perspective so that Heads can concentrate more on teaching and learning.

## Building for success

Derek enjoys the challenge of working on a variety of projects at any given time and gets real satisfaction from seeing them successfully completed and adding value to a Djanogly academy. 'All changes and improvements to buildings are education-led. What we do is based on what is right for the pupils and will encourage teaching and learning. My job is to resolve any problems and help the academies get what they need to support teaching and learning,' Derek says.

## Projects - major and minor

Derek supports from major to minor projects to improve academies, such as building a new teaching block, extending play resources, or refurbishing classrooms. 'My role can be that of a critical friend rather than hands on involvement. On a day to day basis I don't run every site or small project. If a repair is needed, the site manager gets the repair done. I get far more involved with larger, more complex projects, working closely with site managers and providing Heads with advice to ensure projects deliver for them.'

## Adding a kitchen

'For example, one of our primary academies was without a kitchen. The food was being cooked elsewhere and brought in. Good food helps young people grow and learn. Putting in a kitchen meant food could be cooked at the academy and the Head could ensure maximum benefit to the school, including having the flexibility to put on cookery sessions for parents. My job involved securing the funding, procurement and overseeing the work until the kitchen was handed over. The site manager was involved, supporting coordination on site, and I was there for project management.'

## Refurbished facilities

'Every building is different and has different requirements. One academy needed new lavatories that were easy to access, open plan, of good quality and could be monitored by CCTV. Requirements were agreed and understood, new lavatories were designed to meet requirements, procured and installed. Staff and students were consulted at key stages and the facilities have since received great feedback.'

## Rapid response

'When an electricity switch room failed, leaving a building with no power, my job was to quickly organise the response to resolve the problem. Sometimes an issue can occur out of the blue, like when a car drove into the side of one of our academies at 7.05 in the morning. I was there by 7.30, called out a structural engineer to check the building was safe, arranged for the damaged area to be boarded up, organised the insurance claim and commissioned the repair work.'

## Expert advice

Derek has worked in finance, people development and training, change management, and as a business manager in education and housing. He brings this wide experience to support development of Djanogly academies. 'Academy buildings have to be safe places where children can learn, have the right systems in place to conform to Health and Safety regulations and the facilities to help them achieve excellence.'

## Regular checks

'Fundamental to what I do is support our academies being safe places. This can include attending health and safety meetings, supporting heads and site managers with their periodic safety walks of site and ensuring we are completing the necessary checks. I have to prioritise my work on a day to day basis as I am always working on several projects, but am available to solve issues that arise and get the right support in to do whatever is needed.'

## Job satisfaction

'I have to turn my hand to a wide range of issues and tasks - there is never a dull moment. I am constantly learning new skills and love being able to hand something over that adds value to an academy. It is a great feeling to know you have done something significant to add value to teaching and learning.'



# Our offer: the full schools toolkit

## Teaching and Learning

We know that children learn in different ways and we provide a rich and varied curriculum that allows children to develop to their full potential. We use a variety of teaching strategies that include but are not limited to:

- Investigation and problem solving
- Research
- Group and paired work
- Creative activities
- Trips and visitors to inspire
- Debate, role play and oral presentations



## School Improvement Strategy

We have a structured approach to school improvement which provides a clear and robust system whilst still allowing for individualisation for each school team. Our overriding aim is to provide excellent education for all children and to ensure that they all make good progress and no child is left behind. All improvement strategies and action plans start with a clear understanding of successful outcomes:

- Children achieving better than, or at least in line with, national comparators
- Good and accelerated progress in all year groups
- All teaching, learning and assessment good or better
- Strong leadership and management practice which is sustainable, leading to greater independence and autonomy at school level
- Strong governance structures which hold leadership to account: locally as well as centrally

### Data and outcomes

Trust leaders will use data to hold academy leaders to account, to identify priorities and to measure impact of actions on outcomes. Approaches to data collection and analysis are straightforward and manageable. There is a transparent and shared quality assurance process which involves academy leaders across the Trust providing robust support and challenge for each other under the guidance and leadership of the Executive Headteacher.

### Best practice shared

Key performance indicators and information are then fed back to directors and governors in a consistent way so that comparisons can be made, weaknesses highlighted and strong practice shared.



## Continuous Professional Development (CPD)

We know that our most valuable asset is our dynamic staff team and that's why we are committed to investing in high quality professional development for everyone, whatever their role within school.

### Journey to Excellence

Professional development is a journey and while the destination is to improve the quality of teaching practice: the road can take many twists and turns. Djanogly Learning Trust will build signposts to steer colleagues in their right direction. Our aim is to develop each individual and each signpost will help:

- To strengthen and deepen the quality of a structured professional development, linking to performance targets
- To share expertise through knowledgeable discussion: confidently identifying and supporting an individual professional journey
- To create a culture of support, challenge and reflection in order that individuals can 'be the best that they can be' and develop an ethos of career aspiration
- To encourage creativity and innovation in order to enhance skills which ultimately maximise pupil progress

### Teaching School Alliance

We are an active partner in Transform Teaching School Alliance. Our staff have opportunities to network, take part in professional development programmes and act as facilitators on programmes themselves.



## School Business Toolkit

Our School Business Toolkit contains a complete library of all the standard documents and templates that you might need to support the smooth running of your school. It is easily accessible electronically to all senior leaders and senior support staff in the Trust.

### Policies

Statutory policies are updated in line with DfE guidance for you to personalise to your school rather than you having to start from scratch. There are also examples of non-statutory but useful policies which are regularly reviewed in order to ensure they meet needs.

### Best practice

HR documents, job descriptions, governance documents, risk assessments, health and safety information ..... the list is endless and under constant review. We share good practice across the Trust so that each individual school is not 'reinventing the wheel' each time.

If ever you do need something that isn't there – just let us know and the research and work will be done for you – leaving you to focus on our core purpose of teaching and learning.

## Support Services

Our experienced Executive Headteacher and Director of Operations, along with their senior staff are available to provide personalised advice and guidance to your academy leaders and governing bodies about a wide range of strategic, educational, legal and practical matters.

### Minimising distractions

It is important that you can focus on the quality of education for your pupils and our help: either directly in that critical area, or by providing assistance which allows you to minimise competing distractions, will allow your Academy to continue on its journey to excellence in accordance with the direction set by the Trust and your local governing body. In general terms the key services we provide are:

- Access to a broad pool of talent from within the Djanogly Learning Trust and more widely from our collaborative partners
- Strategic advice at governance and senior leadership level on school improvement and governance compliance
- High level financial planning guidance, supported by practical templates and advice from skilled staff
- Establishment of a Risk Management framework related to your strategic planning

- A personalised service covering all aspects of HR including recruitment, contracting and performance management
- A team experienced in legal matters ranging from property to employment tribunals
- PR advice and guidance to promote and celebrate the good things as well as support and defend you when the unexpected happens
- Website advice and guidance to support and help develop your local internet presence
- Access to our Trust facilities at Sherwood Rise, including a lecture theatre and ample free parking, for training events and workshops





Laura is relishing the opportunity to help other teachers achieve excellence in her role at Djanogly Northgate Academy



Laura Dyer is Assistant Head of School at Djanogly Northgate Academy and is responsible for leading professional development.

Providing support

Laura enjoys helping the other teachers achieve excellence. Having just been promoted to Assistant Head of School she has recent experience of being in the classroom and can empathise with the teachers she supports. ‘All the staff here have been fantastic with me and I feel I am working in a very positive environment. I have recently taught in a classroom myself and can understand their workload and how they feel. It is good that I am able to remember the different challenges they experience in their day to day work,’ Laura says.

Helping development

‘I started providing temporary cover as Assistant Head in September 2016 and was successful in earning the position. My role in the team is to lead professional development using a programme called Journey to Excellence, which is a new, exciting way of developing teachers. I particularly enjoy my role mentoring new teachers and helping them to develop. In

your first year of teaching you need a lot of support and you are constantly learning so I have made sure I have given the new teachers plenty of time to go and watch other classes being taught, which I believe is a good way of learning.’

Striving to improve

Laura began her career as a newly qualified teacher working at a school in Leicester. ‘I was there for three years and in my second year I became a Year Three and Year Four leader, which was very challenging but great experience. When I started at Northgate four years ago they were already an established academy. Northgate were judged Good by Ofsted in my first few months here and now we are all striving to be Outstanding when the inspectors return,’ she says.

New ideas

‘At Northgate I started as an English Coordinator, leading the teaching of English and coordinating literacy, which

was a big jump in my career again. But I was reassured when I took the job that there would be support available for me and I have found it has been there when I have needed it. I work across the other academies implementing strategies and I am also able to learn from staff at the other academies, who are striving to be Good and are constantly bringing in really exciting, new ideas to help them achieve this.

Positive environment

‘I have always felt well supported in my role. There is an expectation here that you should strive to be the best you can be and we all support each other to try to achieve our best. In the Djanogly academies we are actively encouraged to maintain a work life balance, to go home by 4pm on Friday afternoons, to regard our weekends as precious and to try to switch off from work. It is a very positive culture and a great atmosphere to work in.

Professional help

‘The senior leaders understand that teachers are human beings as well. There is always support available if you need it, both for professional and personal issues. Everything is dealt with very professionally, particularly in the way staff work together and speak to each other. I have always found it to be a very fair place to work,’ Laura says.

Enjoying role

‘I’m ambitious to be a Headteacher one day but now but now I am in my present role I just want to become really good at it and be a great leader. I am always learning new skills and I still like being in the classroom and interacting with parents throughout the school. I am now just enjoying my current job and the chance to work with other schools and share ideas.’

Schools say...

Heads say...



Alison Read , Head of School, Djanogly Northgate Academy: “It’s great to just be able to be a ‘headteacher’ and focus on teaching and learning. The Trust allows me to do this with fantastic peer support from our heads group and background support from the HR, IT, Finance and Estates teams, all of which are dedicated to helping me and know my school well. It’s a real team effort!”



Hayley Keen, Head of School, Djanogly Northgate Sherwood Academy: “As a new Head of School working within the Djanogly Learning Trust I am faced with new challenges every day. Dealing positively with these challenges is made easier by the support package that the Trust provides through central services, finance and strong coaching support from the executive team. Joint thinking, sharing good practice and moderating across the Trust ensures that we work consistently but with the flexibility to meet the needs of our individual schools.”



**Lisa McKay, Business Manager:** “For me it is a pleasure to work as Business Manager at Djanogly Strelley Academy and to be part of the Djanogly Learning Trust. The leadership team have created a warm and caring environment with everyone working as a team to support each other as well as building strong partnerships with our pupils and their families. It makes every day a joy. The Trust do an excellent job supporting the education of young people: it is an inspiration and a privilege to be part of that.”



**Sunita Rathore, Office Administrator:** “My role is quite unique. It is evolving as the school grows and it feels great being part of such an amazing venture. I started off as the school receptionist with the ambition of becoming a school business manager. The leaders at Djanogly Northgate Sherwood have been really supportive in enabling me to realise this ambition and I am now coming to the end of my School Business Manager course. The Parent Liaison side of my role allows me to offer an extra dimension of support to our families by bridging the gap between home and school. It is really rewarding to see the level of engagement and the impact this can have on a child’s learning. I feel proud to work for such a caring and ambitious trust that works so hard to give our children and staff every opportunity to be successful.”







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