

The Heath Family (NW) Multi Academy Trust
PART I Minutes of the Special Secondary Data meeting held on
Thursday, 21st September 2017 at 9.00 am

Present: Peter Cook, David Donnelly, Jane Ainsworth, Steve Rimmer		Apologies: Sarah Galbraith, Rob Pritchard, Denise Allen, Wendy Heap, Ruth Hall, Jeremy Barnes		Non attenders:	
				Clerk: Trish Roberts	
Items	Discussion	Action	Who	When	Notes
1. Welcome	Mr Cook welcomed everyone to the meeting.				
2. Register of Business Interests	Declaration of Business Interest forms will be emailed out to Board members for completion.	Declaration of Business Interest forms to be: <ul style="list-style-type: none"> emailed to MAT Board members completed & returned Register of Business Interests 17-18 to be produced	Clerk Board members Clerk	Before half term On receipt By 07.12.17	
3. Secondary Standards Report (Draft) Documents received: <ul style="list-style-type: none"> Draft Secondary Performance & Risk Management Report Sep 17 Summary of 2017 Secondary Headline Performance Measures 	Background Mr Donnelly reported that the Trust is in a vulnerable position following the results over the summer. Primary school results were mixed, only one school performed well; with the other three performing below national expectations. Secondary school results across all 4 schools were disappointing. Meetings have taken place with Mr Cook, and with the SAILs and it has been agreed				

<p>Secondary Standards Report (Draft) cont'd ...</p>	<p>that the Trust know needs to 'put the brakes on' in terms of expansion and focus on improving student outcomes across all schools currently in THF. This has therefore resulted in the decision to withdraw from talks with O/S Academy, as we are currently not in a position to support them; in terms of the two primary schools, THF would still like to continue with discussions, as it is felt that they add strength to the primary sector within the Trust.</p> <p>A meeting was due to take place before the summer with the RSC regarding schools that have applied to join THF. This meeting was postponed by the RSC as she wanted to wait until the GCSE results were known. The meeting has been rearranged for next week. During the meeting Mr Donnelly will notify the RSC of the decision in relation to O/S Academy. We have also been notified that although the agenda will still give the opportunity to discuss the 2 primary schools in the pipeline, the main purpose will be to conduct an informal Trust review. Mr Donnelly has not been asked to provide any paperwork but expects that discussion will be wide-ranging along the lines of 'what has happened' and 'what the Trust is going to do so that it does not happen again'.</p> <p>Mr Donnelly explained that as a consequence of the student outcomes over the past two years, in terms of Ofsted all of our schools would be classed as highly vulnerable. (NB: Ofsted had flagged up concerns regarding the dip in GCSE results last year, and following discussions were expecting to see evidence of improvement in the Summer 17 exam results. As this has not been the case it was expected that Ofsted may wish to conduct snap inspections.)</p>				
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<p>Secondary Standards Report (Draft) cont'd ...</p>	<p>TPS Performance: Mr Hurren and Mr Donnelly have met with their SLT; discussions revolved around the vulnerable position the school is currently in and what needed to be done to improve the situation. Mr Donnelly believes that the first area to strengthen is Management & Leadership. As a result there have been some changes to the staffing structure whereby Mrs Walker (Principal) will be returning to the QA role, and the day-to-day school management role will move to the Deputy; this then gives Mrs Walker the time to completely focus on school improvement. She is currently working on the school improvement plan and a draft should be ready by next week.</p> <p>Discussions moved on to Performance Management and the importance of setting achievable but challenging targets which add value in terms of School Improvement.</p> <p><i>Q: It is imperative that staff are set targets that are in line with current education standards, are we confident that the right targets/objectives are being set going forward?</i></p> <p><i>A: Yes, this will be a focus for Mrs Walker and her SLT during this Performance Management cycle. Understanding around accountability was not there which has led the school to be in the vulnerable situation it currently finds itself in. The PM culture needs to and will be brought up to standard.</i></p>				
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<p>Secondary Standards Report (Draft) cont'd ...</p>	<p>Discussion moved on to how the curriculum changes have affected the attainment of middle/lower achievers. SR reported that this cohort had become dis-engaged from their learning. The issue is being addressed but it will take time to bring attainment levels up.</p> <p>Sir William Stanier Community School SWS experienced horrendous staffing problems over the year, including losing the whole English department, plus in order to help with budgetary pressures in relation to staffing costs the Principal and Vice Principal have also taken on a teaching timetable. Despite everything there are improvements; including Progress 8 and Progress 7 Disadvantaged, attainment on the whole is much too low. Attendance and PA are slowly improving. Mr Hurren reported that Mr Fraser has shown good strategic leadership since taking on the role of Principal, in that he has already had to conduct two staffing reorganisations, however there may well be need to reorganise staffing yet again during the coming year. Ofsted are also due to inspect SWS this year; Mr Hurren reported that based on current data it will go into a category.</p> <p>Mr Donnelly reported that he is due to meet with the Principal of another MAT on 22.09.17. Last term talks had taken place regarding the potential move (which had come about due to the increasing geographical isolation of SWS in relation to the rest of the schools within THF). Mr Donnelly wanted to formally introduce himself to the Principal and to discuss the next steps in relation to the possible move. Mr Donnelly also intended to discuss what needs to be put in place to support SWS, and how the two Trusts could work in partnership to ensure the</p>				
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<p>Secondary Standards Report (Draft) cont'd ...</p>	<p>best outcomes. Mr Donnelly stated that although due diligence processes still need to take place it would be in everyone's best interests if collaboration could start as soon as possible.</p> <p>LHS Mr Hurren reported that he is concerned about LHS. CH has received the least amount of data from LHS out of all of the schools. Progress 8 Disadvantaged and Attendance figures have still not been received. Although LHS has a very good achievement & data manager, and a strong leader of teaching & learning, pastoral leadership is not as strong. LHS is another socio-economically weak school. Science is a massive concern. Ofsted could potentially visit LHS this year, especially given the likely progress figures. LHS are also facing an extremely challenging financial situation. They have set a balanced budget, but to deliver it there is the need to make substantial cuts, which will include a likely reduction in staffing. This then needs to be balanced with school improvement. CH stated that he is less confident with regards to LHS and that there are a series of dialogues to be had. Mr Donnelly explained that even if an Ofsted Inspection didn't happen, the RSC could send in her own inspectors.</p> <p><i>Q: LHS is located in a high area of deprivation, do we know how other similar schools in the area are performing?</i> <i>A: No, not at present; official figures have yet to be published.</i></p>				
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<p>Secondary Standards Report (Draft) cont'd ...</p>	<p>Mr Donnelly stated that performance across the Trust is of great concern, especially in light of the meeting next week with the RSC.</p> <p>Further discussion took place regarding all schools (see PART II)</p>				
<p>4. School Improvement Strategy Documents received:</p> <ul style="list-style-type: none"> • Academy Improvement Strategy 2017 	<p>Mr Donnelly reported that school improvement systems need finessing; following on from the Standards Report, the Trust needs to identify what went wrong and what needs to be done to deliver good schools. The AIP programme is also in discussion, the Trust needs to be better at targeting support; need and priority is key. Mr Donnelly will be working with the SAILS, to look at ways which will enable the SAILS to gain a much more in-depth knowledge of their schools. This year, the SAILS will also be taking charge of the brokerage of support for schools; the SAILS will be responsible for allocating AIPs to where the need is greatest. This year will also see THF broaden its work in relation to collaboration both within the Trust and further afield. Mr Donnelly would like to approach other outstanding Trusts/schools and see what has worked well for them and see if it could be adapted for THF. Mr Donnelly stated that all schools within THF have aspects of outstanding practice, and therefore it would also be worth looking into the concept of a 'virtual school'. All agreed. Discussion moved onto processes of getting to know our schools well. Mr Donnelly stated that any changes needed to be handled carefully, because if systems are imposed on schools, it takes away accountability from the Principals. Mr Donnelly reported that work is currently under way in relation to Tracking and Monitoring and that the role of the SAILS has also</p>				

<p>School Improvement Strategy cont'd ...</p>	<p>been re-clarified. The intervention strategy is now in place; LHS, TPS, BWP, SWS and PFPS fall into Category 2 and have therefore been asked to produce recovery plans. Whilst THS does not fully fall into this category they have also been asked to produce a plan.</p> <p>Q: Who assesses the recovery plans? A: CoGs, SAILs & CEO will receive half-termly reports, which will then be reported back to the MAT Standards Committee. This has been discussed with the Chair of the Standard Committee and he is happy with the procedure. The RSC will most probably want to receive the reports as well, so that they can see progress being made.</p> <p>Mr Donnelly also spoke about producing an annual processes flowchart, so that the MAT Board know what is happening and when.</p> <p>Q: How will financial constraints impact on the school improvement strategy? A: There are no reserves held by the Trust or schools, and therefore there is a need to ensure schools are using their budgets well. TPS is a particular concern in that this year's budget is based on census figures although the new intake figure has increased. We are in talks with the ESFA/DfE regarding whether TPS could be funded on actuals. Mr Donnelly is also due to meet with the finance team to look at why schools are struggling financially.</p> <p>Mrs Ainsworth also raised issues relating to the Sixth Form at The Heath, in that it has been graded RI by</p>				
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School Improvement Strategy cont'd ...	<p>Ofsted and student numbers have diminished this year. The Heath are now working in collaboration with OBA to support the students who are still here. Mr Donnelly reported that there could be many reasons for the falling numbers; one being the current sixth form facilities at The Heath (mobile classrooms). Once The Heath have moved into the new building it will be a good opportunity to canvas the students on what they want; the results will then help to plan the future of sixth form provision at The Heath.</p> <p><i>Q: Will the new building siphon the Principal's time away from his focus on School Improvement?</i> <i>A: We are aware of how much management and bedding in a large-scale move like this will require; we have therefore suggested that the MAT Chief Operating Officer is based at The Heath for the first term or so, that way any snagging issues can be managed by him, thereby leaving the Principal to concentrate on School Improvement.</i></p>				
5. Policy Review: Pay Policy (Teachers & Support Staff) Expenses Policy	<p>The policies listed were received and accepted in principle by Board members.</p> <p>They will also be discussed at JCNC next week. If there are any changes, updated policies will be emailed out to Board members, so that they can be signed off electronically.</p>				
6. Matters arising not included on the Agenda	<p>Mr Donnelly reported that there is a need to complete a review of Governance across the Trust. The review will look at data flow, committee structure, and composition of the Board itself. Mr Donnelly stated that he would also like to explore how other Trusts are organised. This</p>	<p>Governance Conference to be arranged.</p>	<p>Chair of the Board / CEO / Clerk</p>	<p>Autumn Term</p>	

	<p>review will ensure the MAT Board are provided with everything that is needed to fulfil their role. Discussion followed and it was agreed that a MAT Board Development Session be set up so that all of these issues can be discussed in full detail.</p>				
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Meeting closed at 11.30 am

These minutes are approved as a true record of the meeting

Signed:

[Peter Cook]

Date:

Chair's initials to record approval of minutes:

Date: