



Whinless Down Academy Trust

Board Meeting

Thursday 18th July 2019

Executive Headteacher: Mrs Anne Siggins

Minutes of the Trust Board Meeting

Held at Priory Fields School on Thursday 18th July at 5:00pm

Board Trustees Present: Anne Siggins (EHT), Alison Mackintosh (CoTB), Tricia Sherling (VCoTB), Vicky Smith, Mike Ashley, Michelle Noden (ABM)

Others Present: Rachel Appleby (HoS St Martin's) and Kelly Brown (HoS Vale View)

Clerk: Claudia Sawyers

1	<p><u>Welcome, Introduction and Apologies</u> Apologies received from David Mellon, Carol Rayfield and Kathy Howell. Apologies were accepted by the Trust Board.</p>
2	<p><u>Resignation / Election of Trustees</u> None</p>
3	<p><u>Register of Business and Pecuniary Interests</u> Governors were given the opportunity to update their business interest forms, there were no updates. There were no interests declared against this agenda.</p>
4	<p><u>Minutes from meeting in Term 3 – Thursday 2nd May 19:</u> <u>Approval of Minutes</u> Previous minutes were distributed to Trustees prior to the meeting. The minutes have been agreed by all trustees and signed by the chair.</p>
5	<p><u>Matters Arising</u> Tours of VV and SM to be arranged for next term for VS and CR.</p>
6	<p><u>Presentation by EHT</u> EHT presented a review of the Academy Action Plan, including the successes and challenges, next steps, FSAC and premises update. Minutes to be read in conjunction with attached PowerPoint presentation.</p>

Three Year Action Plan

The current year key priorities were discussed. All of the priorities and actions have been met or almost met/working towards meeting in the next year.

'Developing staffing roles working across the academy' has been in place, there has been a great deal of collaborative working amongst teachers with joint staff meetings, joint planning and joint moderation. There have also been English and Maths subject leaders groups who have done a great deal of work within their subjects. SENCOs from each school have also been working together to support one another and share expertise. The Early Years Leading Practitioner has been key in improving standards for EYFS and whilst she has been on maternity leave, her return has proved how invaluable she is to all schools.

'Develop a career pathways document' EHT has developed this for teachers and TAs with clear routes for personal development and growth and this has been well received in wellbeing and monitoring groups.

'Consider some pooling of GAG funding' This was discussed at the last FSAC meeting and will be an area for further investigation in the next academic year.

'Explore the advantages/disadvantages of developing in-house catering' This has been explored and from September 2019 the catering will be entirely in house with the same cook heading the kitchen. ABM has been working hard to achieve this in a short space of time.

'Good outcomes from Ofsted for all schools' Both St Martin's and Priory Fields received an Ofsted inspection this academic year and received Good outcomes and Vale View is due for inspection in the next academic year from January 2020. A baseline is currently being developed to show how vast the improvements have been since Vale View joined the trust.

'Develop curriculum to support pupil outcomes' There has been a great deal of work done to the curriculum this year with regards to the delivery of the curriculum, ensuring that the emphasis is put on memory and ensuring learning is embedded. Subject leadership training has been taking place and each subject leader's next steps are still at the forefront of their own action plans. The vision and values will be embedded within the curriculum and teaching and this is a continuing action.

'Work with other MATs for external support/scrutiny' EHT and ABM have been working with the KMA which has been valuable in many ways and the links to other MATs continues to grow. Governors/Trustees and school leaders have accessed KMA training for developing their roles.

'Explore all possibilities of MAT premises/office' This is still ongoing and due to budget constraints it has been difficult to come up with a solution, however remains a priority. There had been a discussion previously about using the remaining land at PF for a unit however this will be costly, another idea would be using a room at St Martin's which is currently a classroom but will not be used once the bulge year group leaves in two years as it has a separate access door and nearby bathroom facility.

'Prepare for new Ofsted framework' Trustees/Governors have accessed training by the KMA as well as senior leaders, the framework is being considered in the school's individual improvement plans. The idea of ensuring there is an intent for the curriculum and ensuring the decisions made are right for the school is being considered.

'Develop ICT solutions that work across the MAT', there are several ICT packages that are now in place and more due to commence soon which will make collaborative working easier and in-school processes easier. All schools use SchoolIP for appraisals which has removed the need for paper appraisals and makes recording evidence by teachers easier, further development of the uses of SchoolIP for monitoring will be in place in the new term. Other ICT solutions to be in place next year include CURA for safeguarding recording and notification, a shared KLZ platform for all schools to access, new school websites and a new payment App which will be discussed later in the meeting.

'Mental health strategy' This will be a key priority next year, the staff wellbeing group will continue to take place and mental health for children will be an area of focus. Mental Health First Aid has been accessed by a member of staff and this will be developed further too.

Successes

Governance Structures have led to supportive and meaningful meetings and a good level of challenge to the school, the FSAC committee has worked well to monitor the school budgets throughout the year. The idea of using skype for trustees/governors who geographically cannot make the meeting can be explored. The structure of the Local Governing Bodies is to be explored as there are several models that could be considered, one of them being the possibility of joining the LGB of Vale View and St Martin's which will be discussed later in the meeting.

Senior Leadership has worked collaboratively this year to support each school and ABM has been working with other ABMs within the KMA, which has allowed her to access a wide knowledge base of experience and expertise. Financially there are benefits with subscriptions to packages such as Cantium and School Comms as discounts can be sought when working together to negotiate this.

The wellbeing and monitoring groups have included teachers and TAs from all schools to discuss their ideas for improvement. Both HOS present feel that this has given staff confidence in feeling that they are being listened to and being taken in to account when decisions are being made. This is ongoing and further developments will be made.

Shared staffing has included the sports coaches providing PE and other opportunities for children at all schools and the appointment of an ICT tech for Vale View and St Martin's with the support from the ICT Tech at Priory Fields has been a success.

The coaching programme has been implemented with training being provided in school by an external trainer and the programme will commence in the new term. Coaching is a support programme for senior leaders and senior managers in all schools.

Utilising individuals skills within the academy to enable promotion has been a success with several roles being filled in-house, such as the promotion of both AHTs at PF and VV this year, SBM at PF coming from St Martin's office, senior administrator at VV is commencing from September coming from PF, the promoted nursery manager and deputy manager at VV and the movement of a teacher at PF to VV who will go from managing one year group to two year groups. Trustees felt that promotion of existing staff is very encouraging.

The successes within the MAT alliance (KMA) has included the Peer Trust Review, training programmes such as the NQT programme which has been accessed by NQTs at all schools this year and continue next academic year. Training has also been provided to senior leaders by another MAT CEO.

Teaching and Learning has seen many successes this year including the development of the curriculum, moderation, CPD and monitoring programme. A review took place initially to find out where improvements could be made and things that were identified were hooks for learning and linking learning to real life opportunities. This has been well embedded in the second half of the year and will continue next year.

A trustee asked 'The curriculum has always been very crowded and if more is being added, is there a risk of losing learning from the core curriculum?' EHT explained that it is not possible to even teach the core curriculum in the time available so there will always be areas missed, however linking subjects creatively helps to create cross-curricular links in teaching. Ensuring that learning is actually embedded is more important than trying to cover everything resulting in the child not remembering anything as it was too rushed. A trustee asked 'how do our LGBs know the curriculum is being exploited to its fullest and how do we hold the school to account?' EHT explained that presentations by subject leaders do happen in LGB meetings and moderation is attended by governors/ trustees, it was suggested that a pupil conferencing could take place to discuss this as well as a tour of the school with a subject leader to show where their subject is present in the school.

Successes within Finance/Admin has included the CIF funding application for both SM and VV, whose work is taking place this summer. Improved systems are being implemented including School Comms which will allow parents to pay online for all school payments such as trips, clubs, school dinners, uniform etc and the aim will be to eventually go cashless. The School Comms system was recommended to ABM by other MATs within the KMA. An online platform is also being designed and implemented to allow for documents and file sharing to happen remotely.

Successes within Estates has included the snagging and demolition works at PF, the building is due to be signed over on 23rd August with the remaining grounds under the responsibility of Portakabin for a further 12 months. The CIF works at Vale View are due to take place over the summer and will include 52 new doors and frames being implemented as well as other fire regulation and health and safety works being carried out. A CIF bid for St Martin's boiler will be re-submitted for next year. Environments have been developed over the year and there is still an ongoing project at SM to improve learning and resources areas. There has been shared working and sharing of resources/furniture amongst the schools with a portion of furniture being moved from the old PF building to other schools.

Challenges

The development of a business plan will be a next step aim for the Trust, as the existing Academy Improvement Plan has always focussed on school specific aims. The business plan will include funding aims, growth and academy accommodation considerations

Website development is a continuing project, it is a lengthy process with the building and implementation of four new websites which will hopefully be live in term 1.

Policy development will involve the implementation of the KLZ platform which has proved difficult to execute so far due to issues with usability and set up, however if the platform is embedded in to practice once up and running it should provide easier maintenance of policies and the policy schedule.

Community engagement is an area for further focus, more promotion of the Trust is needed and this will be an aim for the next academic year. Branding development will ensure WDAT is known in the community.

Attendance is also an ongoing area for development.

Risks

Growth can be considered a risk as it is unknown, the strategy for growth needs to be thought about. EHT discussed the idea of an ASD unit which the LA is currently planning for another site outside of Dover and the PF grounds has been suggested as an ideal area. The idea for being a sponsorship school is also being explored.

Budgets can be considered a risk as each year the affordability of staff increases to be an issue, the 3 year budget has been set with flat funding and reductions in staffing. Reducing staff is a risk to pupil outcomes.

The bulge year at St Martin's will be departing in 2 years, therefore the staffing levels need to be considered at that point.

Brexit is also a risk because it is completely unknown as to how this will affect schools and our local area.

Next Steps

Many of the next steps have already been discussed, one area for further exploration is the model of local Governing Bodies within the MAT as the current model may not be sustainable. At St Martin's, it has been a challenge to ensure governor attendance and due to a small LGB, meetings have needed to be cancelled and rearranged. EHT has proposed joining the Vale View and St Martin's LGBs as this would mean a larger group of people, time saving and a shared knowledge base of individuals. Recruitment still needs to be considered for LGBs/Trust Board to improve the separation of the two.

Key Stage 2 SATS

A summary sheet of KS2 results was shared with Trustees.

Reading results have improved at Priory Fields from 70% in 2018 to 75% in 2019. Vale View have also improved from 57% in 2018 to 63% in 2019. St Martin's remains the same in 2019 as 2018 at 63%. The national average is 73%.

Writing results have dropped at Priory Fields from 81% in 2018 to 75% in 2019. Vale View has seen a slight improvement from 74% in 2018 to 75% in 2019. St Martin's have also improved from 87% in 2018 to 90% in 2019, however this was an unexpected rise for St Martin's as they had expected a lower writing result but an internal moderation pushed it up to 90%. The national average is 78%.

Maths results have dropped in all three schools. Priory Fields has dropped from 79% in 2018 to 66% in 2019. Vale View has dropped from 74% in 2018 to 67% in 2019. St Martin's has dropped from 73% in 2018 to 60% in 2019. The national average is 79%.

Combined scores:

Priory Fields 57% (down from 66%)

Vale View 58% (up from 57%)

St Martin's 50% (down from 60%)

At Priory Fields, there was a significant number of children who joined in year 6 who didn't achieve expected, if those children are excluded from the data the combined would be 64%.

At St Martin's, some further analysis is needed to identify the issues. It has been suggested by SM HOS that the approach to testing could be an issue, as the children themselves appear capable.

A trustee commented on the disadvantage outcomes at St Martin's with only 29% achieving combined expected standard. HOS explained this is two out of seven children and there are multiple vulnerabilities and outside issues with those children.

Vale View disadvantaged outcomes are greatly improved from 50% combined in 2018 to 63% in 2019.

Key Stage 1 SATS, Phonics and EYFS overviews were also distributed. There were no immediate thoughts from trustees so due to time constraints, Trustees will review this data and bring any questions to the next meeting.

Absence and Exclusions

Priory Fields 95.6%

Vale View 95.1%

St Martin's 96.8%

Exclusions:

St Martin's: 0

Priory Fields: 7.5 days by 2 children, one of whom is going through an EHCP.

Vale View: 31.5 days by 2 children.

Some context was given, prior to academising there had been no special needs involvement or EHCPs applied for at Vale View and one of the children in this data was greatly in need. An EHCP is now in place and a place in specialist provision should have been given in December 2018, but due to lack of LA spaces the child has remained at VV. Out of the 31.5 days, 24.5 are accounted for by this child and 18.5 of those

	<p>have been since January, had the specialist school place been given when it was necessary in Dec 2018, the figure would be only 13. The other child who has accounted for the remaining 7 days joined the school in term 6 last year and is now in year 6 so will be leaving. Trustees felt that the exclusions were necessary however questioned the impact on wellbeing of the school.</p> <p><u>FSAC Update</u> ABM fed back to Trustees following the most recent FSAC meeting where the 9 month monitoring was analysed and the new budget presented. The 9 month monitoring reports and new budget were sent to trustees prior to the meeting. ABM explained that the new budget is based on May monitoring figures and flat funding is used for the 3 year forecast. The FSAC did recommend for the trust board to agree the new budget and there were no further queries, the trust board agreed the new budget.</p> <p><u>Risk Management Update</u> The updated action plan with outcomes was sent to trustees prior to the meeting to review. This was also shared and discussed at the FSAC meeting. The action plan will be re-written in the Autumn with new risks.</p>
7	<p><u>Finalised Staffing Structure 2019-20</u> The staffing structures for each school were sent to trustees to review prior to the meeting. Since the structures have been sent, there have been some resignations and movements however the number of positions remains the same. Trustees agreed the staff structures.</p> <p>A trustee asked whether it should be a long term aim to have only full time teachers rather than part time job shares. EHT explained that the job shares are usually as a result of teachers returning from maternity leave and requesting part time hours which legally need to be considered, a job share is never advertised/recruited for intentionally. EHT and HOS agreed that full time teachers are the best case scenario and are always preferable. It was also recognised that often part time teachers do go on to return full time which is the case of several senior leaders and nurturing those people has been beneficial to the schools.</p>
8	<p><u>GDPR Update</u> MA has visited several times with regards to GDPR in his position as Data Protection Officer. An online training programme called 'Groupcall' has been implemented to provide GDPR training and this has been accessed so far by EHT/ABM, office staff and HOS have started this too. It will also be rolled out to all staff. Last week, MA visited to speak with office staff about their experience and understanding and felt very encouraged by his conversations. One consideration that came from the discussions was the need to think about how data is carried outside of school, as when a school trip takes place the names and telephone numbers of parents are taken out of school for emergency use. This is a risk as data can be lost in public, it was suggested that the data should be left at school and a phone call made to the school office to contact the parent. However, VV HOS suggested that this was not the best way as it takes longer to contact the parent and the parent will always want to speak to the person that is with their child in an emergency. Some trips such as residential also take place outside of school office hours. It was concluded that as long as parents are aware of how their data is processed and used and agree to it, that is compliant to GDPR. A</p>

	<p>solution could be to have the child's initials next to the phone number on one sheet of paper rather than carrying multiple permission slips.</p>
9	<p><u>Policy Review</u> <u>Asbestos Management Plan</u> The Asbestos management plan was sent to trustees prior to the meeting to review. A trustee who sent apologies to this meeting, sent in the following question via email: How much of an issue is asbestos in St Martins and Vale View, assuming there is no problem in the new Priory Fields? Are there currently any broken or damaged areas in these two schools which need attention? ABM explained that there is no asbestos at PF but some that is managed and maintained at VV and SM, this is part of the Asbestos register. Each school is surveyed every three years and areas that have been identified in the past are regularly inspected as per the risk register to ensure they are not broken or damaged.</p>
10	<p><u>LGB Minutes- Term 5 meetings</u> Minutes for the term 5 meetings for PF and VV were sent to trustees prior to the meeting to review. Further to the discussion regarding the issue at SM with governor attendance, the term 5 meeting was not able to take place, therefore there were no minutes attached. There were no queries regarding these minutes.</p> <p>The discussion regarding joining the SM and VV LGB was returned to, a trustee raised a concern over the previous structure at Vale View when they were federated with another primary school and joint meetings were held. The concern was that it was felt that neither LGB had their say and there wasn't time for discussion. EHT and chair felt that was likely to be a management issue and the management and structure would need to be carefully considered to ensure it is effective.</p>
14	<p><u>Confidentiality of Proceedings</u> None</p>
15	<p><u>Date of Next Meeting</u> The proposed meetings for the next academic year were distributed. The proposal is to go to 5 LGB meetings per year rather than 6. The change being that there is no meeting in term 5 and instead there is a meeting in early term 6, effectively pooling the term 5 and 6 meeting. All trustees agreed to this.</p>
16	<p><u>AOB</u> None</p>

<u>Action Points</u>
➤ MN to arrange tours of school for CR and VS at Vale View

Minutes taken by Clerk Claudia Sawyers

Signed by Chair of Whinless Down Academy Trust: Alison Mackintosh on 11th October 2019