



Holy Family Catholic Multi Academy Company

Meeting of the Standards, Performance and Ethos
Committee of the MAC Directors
Monday 5th February 2018, 6.30pm
St Benedict's Catholic High School, Sixth Form, First Floor

Present

Maretta Pearson	Foundation Director	Chair
Simon McVeigh	Foundation Director	Vice Chair
Tristram van Lawick	Foundation Director	
Nick Gibson	Executive Director	
Jacqui le Maitre	Executive Director	

Others

Jackie Smith	Headteacher St Mary's Evesham
Jane McNally	Headteacher St Gregory's
Mark O'Connell	MAC Governance and Risk Officer
Lisa Fryer	Clerk to Directors

Apologies

Alannah Bayliss	Head of HR
Kate Hawkins	Chief Financial Officer

Meeting opened at 6.31pm

PSE180205.1 Opening Prayer

The Chair reflected on some detail from reports for consideration in the meeting and opened with a prayer.

PSE180205.2 Welcome, apologies and thanks

Thanks were given to the Headteachers for their preparation for the meeting and also the reading of documents in advance for all those involved. There was a lot of detail, particularly with the Section 48 evaluations and members were thanked for their time in advance.

Alannah Bayliss and Kate Hawkins sent their apologies in advance of the meeting which members accepted.

PSE180205.3 Declarations of business and pecuniary interest

None were noted regarding the content of this evenings agenda

PSE180205.4 Section 48

The Chair started by thanking the Headteachers for sharing their evaluation documents in advance of the meeting, and it was acknowledged that these were working documents, not expected to be complete.

The Chair started by asking the Headteachers if any schools had been notified of inspections. St Benedict's Headteacher stated that they expected their inspection during the Spring term, but had not received notification. All details had been updated on to the new framework and that there had been a monitoring inspection last year. There was currently an overall evaluation that the judgement would be good. It was noted by Directors that the SLT member responsible for Pastoral care was currently away from the school, but it was hoped that they would return after the half term break.

The Federation schools reported that they expected an inspection from the Summer term onwards, and that their previous inspection had been June/July in the term.

Headteachers explained to Directors that there was a cycle of activity around Section 48 inspections and that mid cycle a risk assessment or monitoring visit took place. Evesham had received their monitoring visit in the Autumn term of 2017. If a school received a good or outstanding outcome the review cycle was likely to be 5 years, anything lower a 3 year review.

Directors asked about the new framework that had been introduced and if the Headteachers had any difficulties in completing their evaluations. Headteachers reported that they had found the new format easier to work with, the 3 headings being more focussed. They reported that the review cycle and ongoing evaluations were being completed.

Directors asked what the arrangements were in each school for the completion of the Section 48 evaluation. St Benedict's reported that the RE Co Ordinator fed in to the evaluation, along with SLT and staff, with the Headteacher signing the evaluation off. The Federation reported a similar set up to St Benedict's with their evaluations and sign off. At St Mary's Evesham the Headteacher explained they were the RE Co Ordinator and therefore the work was completed by them with input from staff. At St Gregory's the Headteacher took the lead as their RE Co Ordinator have moved on to another role in the MAC. A newly appointed NQT was to be trained for this role, starting later this year. The Local Governing Body were also involved with a number of areas as they needed to demonstrate they were supporting the school through monitoring. It was explained that the previous framework had this as a structure and that the Headteacher followed this process to ensure the monitoring was recorded.

The Directors asked Headteachers who had been to the Section 48 training sessions that were being run by the Diocese. St Benedict's Headteacher had already attending. The Federation Headteacher was due to attend on 1st March 2018. St Gregory's and St Mary's Evesham were due to attend the training later this year, with St Gregory's NQT.

Directors asked about the monitoring at St Gregory's and if this was completed by a sub committee. It was explained that most of the monitoring work was undertaken by Fr Alex and Marion Whelbourn, the Chair of Governors. However this was the reported back and covered by the whole Governing Body as there were no committees as such with this Local Governing Body. Directors then heard that at St Mary's Evesham the

whole Governing Body were involved in any evaluation and review. The Federation operated with a similar model where the whole Governing Body reviewed the different areas, and were moving towards one meeting, focussed on particular activities in the meeting calendar. St Benedict's had a different structure and Ethos was noted as a separate Committee, reporting back to the full Governing Body.

The Directors then asked about the proportion of RE study time in the curriculum, and noted in particular that St Benedict's was below the 10% requirement for KS3 and KS4. They heard there were limitations within the curriculum for the Sixth Form, however expressed a concern that more teaching time was needed in the curriculum to meet the 105 requirement of 10% up to the ages of 16. The requirement is 5% beyond the age of 16.

Directors then asked about the teaching staff and the percentage that were not Catholic. There was a challenge that this must affect the ethos and atmosphere in school, and that there should be an effort to ensure that Catholic teachers were employed whenever possible. A discussion then took place regarding the balance of suitable skills and teaching ability over Catholic teachers in particular. The Headteachers challenged the Directors that the current teacher shortages in recruitment were frustrating enough, without the added prioritisation of Catholic teachers. The Directors expressed concern that the best way to protect the Catholic education of children in a faith school environment was to ensure that the teachers understood and demonstrated the values through their own faith. Directors asked if the Teaching School was able to support the development of Catholic School leaders in future, and that they felt there was the need for a plan to develop the progression of staff from a Catholic background. Directors were aware of the challenges of recruitment within teaching at present, however asked Headteachers to be alert to the importance of supporting Catholic education. Headteachers wished to note that the recruitment of good or outstanding teaching practitioners was of the highest importance, and that all non Catholic teachers were supported with training at the Diocese to ensure they delivered what was necessary in schools.

Directors note the difficulty in recruiting outstanding teachers, and the current recruitment challenges. However they also recognise that in continuing to develop a strong catholic ethos in the MAC, and in looking to grow catholic leaders in education, there should be an emphasis on the recruitment of practising catholics. This would be followed up by the Committee Chair and the other Chairs to ensure consistency.

This led to the Directors asking about succession management in general and the development of staff through towards leadership roles. Headteachers shared that they had some teachers, at different levels who would have the potential to develop on to more senior roles. The timescale for progression was discussed and the overall feeling was that to be able to do a leadership role well between 5 to 7 years was needed. Directors then heard that the Teaching School support some Birmingham Diocese development training and that the Diocese also offer other teacher development support. Headteachers raised the importance of supporting any development with the need to build resilience, and that wellbeing was an essential focus for any senior leader. Coaching and support was available for all senior leaders to build up a toolbox

of resources for undertaking the role.

The Directors then asked about the percentage of pupils progressing on from Primary to Secondary Catholic Schools, particularly within the MAC. It was reported that a recent change in the catchment area in Chipping Campden had impacted St Mary's Broadway. St Mary's Evesham had a good rate moving on from Yr6, however the loss of pupils in Yr 5 to the county middle school was always a challenge. St Gregory's had a good level progressing on. It was also noted that St Gregory's Section 48 document contained an error, with 74% of pupils progressing on to a catholic secondary school, not 26%. St Benedict's Headteacher reported that it was challenging to establish comparable data, given the school location and feeder options. However it was acknowledged that all schools sent pupils on to the Secondary school. The Directors then asked about how progression could be worked on more closely and what options were the best to encourage progression within the MAC. They asked that Headteachers focussed on the potential to support this progression, and that pupils were supported in their transitions between schools. Headteachers did note that there was a potential difference in the numbers of recorded Catholic pupils and the actual practising Catholic pupils in school. The Directors felt particularly strongly that in the current climate, where children can feel lost and in need of reassurance, that the faith schools had a strong role to play. They believed that Catholic schools could provide an 'anchor' for children to support their development and wellbeing, and that the ethos of the Catholic faith was particularly valuable at present. The Directors requested that Headteachers worked collaboratively to maximise progression on to St Benedict's for their pupils secondary education.

PSE180205.5 Performance Summary

Directors had seen some summary reports in advance of the meeting and so asked the Headteachers for key details. St Benedict's covered Yr11 results from the recent mock examinations. It was noted they were working towards at 72% outcome for 9-4 in combined English and Maths, with 61% in a strong pass (9-5) position. The key focus has been maths teaching, with further recruitment in to this area and additional support from April onwards. RE curriculum was still on the old specification, with next year being the first completion of the new exam board curriculum.

St Gregory's covered that they were in line or above on track data. The focus in school was pushing for greater depth and mathematics was the focus. A local consortium was being used to support internal and external moderation. Writing in greater depth was also a focus, with Yr 1 being a particular concern as there had been a lack of consistency with the teaching team. RE first assessments would indicate an expected or above standard, there were 2 further assessments planned this year.

Directors asked about moderation at this stage and heard there were school to school reviews being undertaken.

St Mary's Evesham were broadly in line with expected standards at the end of KS1 and KS2, although it was noted there had been a dip in writing at KS1. The School Improvement Partner (SIP), Trevor Davies, had been on site very recently and provided ideas and options for the school to implement for improvement. Yr 6 has in-

creased from 19 to 23 pupils, which was great news, however this had skewed some data as the pupils were not on track to achieve expected standards. The focus was also greater depth, which was above expected across the board. Current Yr5 pupils had been noted as above standard in moderation by the SIP, although the teacher was probably being challenging with their assessments.

The Federation reported that the progress at Henley and Broadway was at or well above expected standard. At Our Lady's Alcester there was a focus on greater depth. Converting lower attainment pupils to bring them through to greater depth was a challenge. The Headteacher spoke about over assessment at other schools and pupils requiring considerable support to bring them up to the standards.

Directors asked a general question about teachers in year groups across the Primary schools. They wanted to know if there was any rotation, and if so how frequently. They heard that there were different practises in the schools and that in some instances it would depend on the year group being taught. St Gregory's Headteacher adopted a 3 year rotation plan. St Mary's Evesham Headteacher generally left teachers with the same groups although there was some movement. The Federation Headteacher noted that the felt Reception and Yr 6 teachers were particularly valuable and had a significant impact, and so if they were particularly good they were left. Other years teachers were moved around, and also there was movement within the schools where this was possible. This opened up a brief discussion about movement of teachers around the MAC overall and the potential of further internal movement.

PSE180205.6 Pupil Absence

Headteachers were asked generally about absence data. A request had been sent in advance for details, however Headteachers had not been able to provide the details for Directors to view in advance of the meeting. Details had been taken from the Headteachers reports to Local Governing Bodies.

Directors heard that schools main concern at present was persistent absence. There had been instances in most Primary schools where viral infections had affected a large number of pupils and staff recently, which had impacted figures. Directors heard about the process and support tools for dealing with absence when it fell below 85%, however Headteachers reported that this was challenging to use and not as effective as they would like. They noted that a common approach to attendance would be valuable across the MAC, and that policy to cover all schools would enable consistency. Some Headteachers noted a challenge around pupils being removed after role for medical appointments and a discussion about what was acceptable for parents to provide as evidence took place. Taking holidays, and requesting holidays during term time was another area that Headteachers sought a central approach on.

For St Benedict's there had been a particular challenge around a very small number of pupils with attendance that was less than 10%, and this was of course impacting the overall results. The group size was small and each one identifiable with further details, however Directors were assured that the circumstances had been fully investigated. The School had recently recruited a new Attendance Officer and this was proving to be a more effective approach with pupils and parents. They had been building

relationships with parents and some positive outcomes were being seen now on some of the challenging cases. It was felt this was more effective than the previous use of the Education Welfare Officers through the Local Authorities.

Directors heard from the Headteachers that they would value a common approach to any attendance policy. Directors asked about the two counties that the MAC operated in and there was reassurance that as part of an Academy there was the choice available to adopt what was most suitable. Warwickshire policy was adopted at present in the majority of schools.

It was noted that policies were to be discussed on the agenda shortly, and this would be covered under that item.

PSE180205.7 Safeguarding

Directors had asked for a summary of current safeguarding provisions in place. Headteachers started by stating that all Governors should complete Safeguarding training, and that they should also read Keeping Children Safe in Education. There was a concern amongst Headteachers that this was not a standard and that some Governors were not completing this despite regularly being reminded and chased. Training was available face to face and on line and it was felt this should be part of the standard Governor induction checklist.

Directors instructed Headteachers to ensure they worked with their clerks and Chair of LGB to make sure safeguarding was completed during Governor induction.

Directors heard examples of how this was achieved in some areas of the MAC and so asked for best practise to be noted and consideration given to how best this could be shared. The MAC Governance and Risk Officer was to investigate. Best practise for all safeguarding material was also discussed and it was noted that Designated Safeguarding Lead information should be displayed in classrooms, not just to teaching staff.

Directors instructed Headteachers to ensure this was completed as a matter of importance.

Headteachers noted emerging trends in safeguarding as social media and the impact on mental health.

A safeguarding audit had been completed within The Federation and the Executive Headteacher was willing to share this with the Headteachers.

The Chair asked to receive the details of this audit directly.

Directors asked about the single central registers being in place and it was confirmed that they were. Headteachers noted that the challenge was to ensure that the named safeguarding lead was ensuring a termly check had been completed and reported back to the Governing Body and Headteacher.

Directors noted this and requested that Headteachers raised this with their Chair of Governors if it was not being completed.

PSE180205.8 Governance

A summary of all Governing Body members, attendance and vacancies had been provided in advance of the meeting. Headteachers were asked about vacancies, resignations and recruitment where it was necessary. It was noted that St Benedict's had experienced some change in the Governing Body since conversion and that there was advertising current taking place for Foundation Governor posts.

St Mary's Evesham had a particular shortage in Governor numbers and Directors asked that recruitment was prioritised there to support the distribution of work between the committees. They also asked about the clerking support, as this is the only school that did not employ an independent professional clerk at present. The Directors heard this decision had been taken on conversion to support cost control. Directors heard that the MAC may insist on professional clerking services for all the schools to ensure independence and the right support for legislative changes.

Directors asked if the Chairs of LGB were supportive and if there had been an issues and it was noted that a number of Governors were on a steep learning curve, with new and different skills mixtures to manage since the conversion. There was a particular challenge noted with a link Governor role required at St Gregory's pre school that has not been filled since the Headteacher was instructed to step down following conversion. Directors also heard that there were potential conflicts with Link Directors and Chairs of LGB in some schools, and assurance was given that this was on the agenda for the next board meeting due later that month.

PSE180205.9 Performance and Standards Reports

Directors asked what would be a realistic and manageable level of information for Headteachers to prepare for this Committee in future. Directors explained that they did require details in order to complete their responsibilities, but did not wish this to be a heavy workload. It was noted that timing meetings for after the termly presentation of the Headteachers report would be valuable, to avoid duplication of data.

The Headteachers explained that they were hoping to discuss this further at their next meeting, which was the following week. They would cover the statutory details that were necessary and prepare a list to send back to Directors. The Clerk asked if this could be sent on to her on completion to upload in advance of the meeting, even though it would be a few days beforehand.

Headteachers noted a cycle of termly data that should be shared with Local Governors and requested that the Directors details followed this cycle. The clerk would check the annual activity calendar for termly activity and link the Directors reports where possible. Questionnaires were also discussed and the benefits of them being consistent and completed at similar times so that comparison data was available across the MAC.

PSE180205.10 Headteachers Collaboration

The Directors asked what was currently being undertaken as a group and how the Headteachers could best utilise their resources through collaboration.

Headteachers reported that collaboration was not a problem and that they had been able to meet to discuss the areas they felt were priority and identify particular concerns to be addressed. They felt that Directors needed to consider investment in a further role to provide the capacity at the higher level to follow through on some of these plans and drive priorities forwards.

Directors were informed that the Headteachers felt the current model had been sufficient so far, however there was no capacity in time to undertake the work that had been identified. A strategic learning plan had been compiled, and the current policy schedules were available, however Headteachers stated they did not have the capacity to complete the work required to deliver the outcomes. Headteachers felt that the focus should be on teaching and learning, and that there was a need for an individual to take the lead on these points and ensure delivery on behalf of the MAC. The potential for a CEO type role was noted, Senior Executive Principals were another possible role in an Academy structure. There were costs involved in pursuing these options and it was noted by Directors that this was not something the MAC was in a position to readily consider without full costings.

Headteachers noted that they felt there was a vulnerability in the area of policies at present across the MAC and asked that Directors looked at this. It was noted that the next board agenda had this item already noted for decision.

The Chair instructed the Headteachers to produce a list of the priorities that they believed needed investment or action when they met the following week and present this information back.

This was to be reported back to the Chair and Clerk before the Board meeting. Directors were particularly interested in the Headteachers current top 5 concerns to be addressed.

Directors asked about the investment of up to £5,000 that had been offered to Headteachers for resources or equipment in October. Headteachers stated they were reluctant to make specific requests until it had been identified what the priorities were and allocate the funds in support of this.

PSE180205.11 Policies review schedules

Directors returned to the topic of policies, and noted that most schools had schedules in place to cover statutory requirements in addition to some more local level options.

The Directors explained that they understood the Head of HR was looking to complete staff related policies, bringing them all in line as a MAC. The Chief Financial Officer was also preparing to complete a similar process with financial policies for the MAC.

There were then a number of statutory policies that schools had in place and Directors asked about consistency with these.

Headteachers explained their current approach, with each using different tools and schedules to maintain their policies. They expressed concern that the MAC would be vulnerable if there was inconsistency within the policies being used, and did not feel this should be left unresolved for longer.

Directors are prepared to approve MAC wide policies at Board level and then Local Governing Bodies would be instructed to adopt these for consistency and efficiency.

Directors instructed Headteachers to identify a list of all policies that were suitable for MAC wide production and present them when they met as a full board the following week.

This list is to be sent back to the Chair and Clerk in advance of the board meeting.

PSE180205.12 AOB

The Accounting Officer notified the committee that a random validation request had been received by the ESFA, which required a significant amount of work to return before the deadline at the end of this week. The Chair of Directors had been informed of the request on receipt and would communicate details and requests on to the Directors if required for the return. The MAC central team were dealing with the particulars, and it was asked that patience was shown whilst the team handled the documents return. No date for the follow on visit had been established yet.

PSE180205.13 Closing prayer

A further meeting of the committee was agreed for Tuesday 8th May at 6pm. The meeting closed with a prayer of thanks.

Meeting closed at 8.43pm

Action Summary

Action By	Minute Number	Action	Date completed
Chair of Committee	<u>PSE180205.4</u>	Follow up approach to support the recruitment of Catholic Teachers with the Chair of Resource Committee and Chair of Board.	
All Headteachers	<u>PSE180205.4</u>	Work collaboratively to support progression on to St Benedict's for secondary education.	
All Headteachers	<u>PSE180205.7</u>	Work with Clerks and Chairs of LGB to ensure that safeguarding training was completed through Governors induction	

All Headteachers	<u>PSE180205.7</u>	Ensure DSL information was accessible in all classroom areas, not just staff areas in school	
Executive Headteacher	<u>PSE180205.7</u>	Forward on details of safeguarding audit recently completed to Committee Chair	
All Headteachers	<u>PSE180205.7</u>	Ensure single central register checks were being completed and reported back to LGB	
Clerk	<u>PSE180205.8</u>	Raise link Directors on Full Board agenda for reallocation	
Clerk	<u>PSE180205.9</u>	Check Directors requirement for future meeting reports reflected the annual and termly cycle calendar where possible	
All Headteachers	<u>PSE180205.10</u>	Produce a list of the current top 5 priorities for investment or action. Present back to the Chair of Committee before the board meeting on 15th February	
All Directors	<u>PSE180205.11</u>	Be aware of MAC wide policies being prepared and presented at Committees and Board for approval and adoption	
All Headteachers	<u>PSE180205.11</u>	Identify a list of policies that are suitable for MAC wide production and present back to the Chair of Committee before the board meeting on 15th February	