



Holy Family Catholic Multi Academy Company

Meeting of the MAC Directors
Thursday 11th October 2018, 6.30pm
St Benedict's Catholic High School, Sixth Form, First Floor

Present

Kayleigh Sterland Smith	Foundation Director and Chair
Maretta Pearson	Foundation Director
Teresa Quick	Foundation Director
Steve Groves	Foundation Director
Tristram van Lawick	Foundation Director
Nick Gibson (-7.57pm +9.19pm)	Executive Director

Others

Guy Shears (-7.57pm)	CEO RSA Academies
Jackie Smith (+7.31pm -9.19pm)	Headteacher, St Mary's Evesham
Jane McNally (+7.31pm -9.19pm)	Headteacher, St Gregory's Stratford upon Avon
David Hughes (+7.31pm -9.19pm)	Headteacher, St Benedict's Alcester
Louise Armfield (-9.32pm)	Chief Financial Officer
Alannah Bayliss (-7.57pm)	Head of HR
Vicky Robinson (+7.31pm -9.19pm)	Staff Representative
Lisa Fryer	Clerk to Directors

The meeting was quorate throughout (5 Directors)

Apologies

Tom Roberts, Maggie Gourlay and Rachael Greenway

Meeting opened at 6.35pm

HFC181011.1 Opening Prayer

The meeting opened with the Lords prayer led by Nick Gibson

HFC181011.2 Welcome, apologies and thanks

The Chair welcomed everyone to the meeting and particular thanks were extended to Guy Shears who was joining the Board for a discussion session.

It was noted that the clerk was expecting to hear from Simon McVeigh to dial in but had received no contact so far.

23.10.18

Clerks draft minutes

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Signed Date

HFC181011.3 Declarations of business and pecuniary interest

None were noted in relation to the agenda items this evening.

HFC181011.4 Guest Speaker, Guy Shears

The Chair welcomes Guy Shears to the meeting and he spent some time with the Directors and Central Officials discussing the challenges, processes and priorities of working well as a MAC and his experience as a CEO. Directors asked a number of questions and sought ideas from Guy relating to the current position in the MAC, external agencies and pressures, as well as best practice.

Headteachers joined the meeting at 7.31pm

Guy gave an overview of his experience in being involved with a growing MAC, his role and that ongoing priorities he feels affect the sector. Headteachers and Directors asked further questions relating to expansion, communication and school improvement.

Guy Shears, Alannah Bayliss and Nick Gibson left the meeting at 7.57pm

HFC181011.5 Approval of minutes from meeting on 17th September

The Chair asked if all members had received and read through the previous minutes, including the confidential ones.

An item was raised, which was that in minute HFC180917.11 the consultation for PAN was noted as taking place across all Federation schools, however it was only required at Broadway. However the Diocesan advice was that all 3 schools went through the process together.

Directors approved the minutes and confidential minutes of the previous meeting.

HFC181011.6 Headteachers performance summary of 2017/18

The Directors started by asking the Headteachers of Primary schools to summarise the years performance and bring any particular points to note from their reports. The Headteacher at St Gregory’s presented a number of items from the report including details of staff movement, support in schools attainment of pupils, School Improvement Partner work, who has been engaged with further moderation. Directors heard that the school have also been working with Stratford High to help develop scientific enquiry in the classroom. The Headteacher also spoke about attainment levels for the previous year. Directors were informed that the school had reviewed the outcomes in phonics and was developing a consistent approach to teaching Phonics, with a new TLR in place to support phonics.

Directors asked questions about the science work with Stratford High, wanting to establish if this was offered or had they been approached? Directors wanted to understand why the primary was not approaching St Benedict's for within the MAC. The Headteacher informed the Board that the support had been available through cluster and consortia groups and was unpaid. The consortia are Warwickshire set up and Local Authority bids are available. Members can take a staff member out of school for a morning to support training and CPD on moderation, and the school are able to claim for supply cover.

The Headteacher the explained work with other heads around the MAC that was part of the same consortia. Our Ladys' and Henley are also part of the group that St Gregory's were in. It was noted that some training was paid for last year, one day paid for on training for SEFs, and those who attended had learnt new things. It was noted that these consortia and groups were well established and providing more opportunities for support with more areas of Continuous Professional Development, which was not currently available from the MAC at present.

Directors asked if other schools could join these, and heard that it was a Warwickshire created consortia, St Gregory's has 19 other primary schools within it. Directors asked if Worcestershire had anything similar and heard there was a local consortia, however it was not county wide, and that St Mary's Evesham are part of a Catholic Consortia. Directors then asked if Broadway were involved, and in the absence of a Head of School the other Headteachers confirmed that the previous Executive Headteacher had attended.

The Headteacher was thanked for their information and summary and asked further questions on the governors who paid particular attention to the performance reports and data available in school. The Headteacher explained that all governors had access to ASP and FFT, however none accessed this to her knowledge. The Headteacher confirmed that Otrack was used in school for internal monitoring, which was an online system. There were SEN lead meetings weekly to cover all pupils. The Headteacher also explained that prior to St Gregory's LGB meetings she had arranged for book trawls and monitoring to be built in to meetings, with work available to review 45 mins to 60hrs beforehand, however none of the governors had attended this prior to the last meeting.

The Headteacher at St Mary's Evesham explained the school offers opportunity and also has similar processes in place.

The Headteacher was asked about the current teaching team and if there were any positions to fill and Directors heard there was a full quota of teachers at present. However some churn is expected.

The Link Director for the Federation confirmed in the absence of Heads of School that there were individual governors in place for subject monitoring within the Federation.

St Mary's Evesham

The Headteacher spoke about the data and outcomes, with benchmark outcome figures being lower. However Directors heard that EYFS was above the target set, which was significant for a group who are significantly EAL. Directors heard that in a number of pupils cases the only environment they spoke English in was at school, and so the attainment for this group was hard won. Phonics has made further progress, previously recorded at 37% for the cohort, over a couple of years this is now up to 80%. Good progress noted was mainly attributed to the teacher in place supporting this.

The Headteacher noted that for KS1 there were mixed outcomes for boys and girls, with a definite split in school attainment. The attainment was at or above national for some areas. At KS2 Directors heard this was a challenging cohort, again with high EAL. Good outcomes were noted in reading. Spelling, Punctuation and Grammar had done well this year, so the greater depth result was good. However writing is the target to focus in the next year. Exposure to English is challenging for this group, and home language use can significantly impact on their ability to improve this. Trevor Davis continues to support this at school level.

Directors asked questions about the attainment and progress within school. Directors asked about the swings in attainment, and this was put down to the cohort mixture.

Directors then asked the primary Headteachers how effective they found the SIP, Trevor Davis, and heard he was very effective and supportive. Headteachers noted that he has the ability to spot strengths and weaknesses in school easily, with one Headteacher noting he was the best level of support of all SIP I've worked with in the past. Directors asked if he also goes in to the Federation Schools currently and it was understood that he did.

Evesham confirmed that their internal school tracking was completed via Otrack, however this has changed from a previous system and the Head was not sure if the school will continue to use the Otrack system in future.

Directors then asked the Headteacher that given such a big difference in gender split, how does the school target positive interventions without other groups suffering. They heard that the curriculum has been redesigned, some more boy friendly topics introduced, however this doesn't usually lose the girls as they enjoy the process of learning. Trips have been arranged from specialist support in to school and the TA targeting for the additional support for children to benefit from. It was noted that there were some very able girls in the cohort, and this helps shift the balance.

The Heads of School from the Federation were not present, and the reports they had completed did not provide detail of the Catholic Life work undertaken in school. They were asked to complete the Catholic Life element of the template for the Directors and resubmit. The other primary Headteachers felt they might need to give support to the Heads of School with the report completion.

The Secondary Headteacher then summarised some detail from the report and gave an honest evaluation of what he perceived to be the current position in school. He noted that Catholic Life had been recently inspected in March, and was graded as requires improvement. One limiting factor was that there is not currently 10% of curriculum time allocated to RE. The GCSE outcomes poor, and it was felt there was a downward trend in attainment. A concern was expressed some pupils were being withheld from entering the exams in an attempt to inflate RE figures. The Directors stated the expectation that all pupils should be sitting the RE exam and the Headteacher confirmed this had already been discussed and raised in school.

The Headteacher then explained the use of data from Fisher Family Trust, and understood this was a relatively new benchmarking tool for the Board. The Headteacher felt that Board needed to be aware of the FFT benchmark data and explained the FFT50 and the average benchmarking outcomes for the school. As a school St Benedict's performed lower than expected in some subject areas. The Headteacher noted that performance tables were published last week, with the Progress 8 measure recorded as currently +0.03, down from last year +0.22. Headteacher explained to the Directors that the outcomes would raise questions under any inspection visit regarding the teaching and learning. The Headteacher noted that the post 16 provision was most likely to be assessed as Outstanding. The pupil behaviour in school is excellent, which the Headteacher felt was a positive to work with, and at least assessed as good, for pupils behaviour and welfare. Behaviour and appearance of pupils have improved. Seating plans are implemented and an internal isolation room was in place, to help reduce Fixed Term Exclusions and drive a more positive response to the behaviour policy.

The headteacher then went on to explain that he felt the capacity for improvement was currently low, with limited leadership resource in place. He identified some areas where the school would need to improve attainment and practices, including some staff training and CPD. A Prevent trainer was in place and it was confirmed that statutory safeguarding training has happened. The Directors understood from the Headteacher that certain training had not been completed, and were challenging in some levels of detail.

Directors thanked the Headteacher for the depth of information that was presented, and then commented on the points identified.

The Headteacher then spoke about the size of Leadership team at St Benedict's and drew comparisons to another local school. He explained that performance management introductions had been completed with staff and lesson observations and performance management will take place. Layered objectives were talked about aimed at driving through changes the Headteacher would like to see. The monitoring of teaching and learning needed to shift to a more proactive approach. The Headteacher asked that the Directors should consider the capacity of the Leadership if they wanted to see outcomes in the short period of 4 terms, which is the anticipated

inspection visits from Ofsted. The Headteacher then explained that all changes could take place, but with a smaller leadership team it could take as long as 5 years.

The Primary Headteachers asked if there was anything which would be of support from them at this stage. The Headteacher spoke about the pedagogy and practice in school, explaining that he felt it was out of date and needing investing in. He also noted that the use of electronic data was not consistent, and that some teachers in the school have to move away from a paper based system.

Directors asked what length of time this would be delivered over and the headteacher spoke again about the need to increase the capacity of the Leadership team. Directors heard that the Assistant Headteacher applications were being progressed at the moment, with the recruitment due to be completed the following week and in place from the start of the Spring term. The headteacher felt that a Deputy Headteacher would be an essential requirement.

The Local Governing Body have a deficit working group in place that is due to meet next week, however there are no funds in the current years budget to support the growth of the leadership team. The Headteacher spoke about the mixture of part time contracts. LGB are meeting next week next week to cover the whole deficit reduction plan and this would include proposals of staff structures. A number of ideas are ready to be shared and costed through to share with the working group. The Primary Headteachers asked if there was anything in the way they could come in to school or their leadership teams could provide support in school, but solutions were immediately identified.

Directors discussed the potential for external consultant support and the Headteacher spoke about the timetabled capacity of the current Leadership team in school. St John Wall have provided 2 days leadership capacity recently, and Directors were informed that the Chief Financial Officer and Head of HR are being pulled in to supporting the school operation. This will have an impact on the central services team and what they can offer to the other MAC schools. Directors thanked the headteacher for the report, their perception and assessment and their honesty.

HFC181011.7 School admissions and PAN

St Benedict's PAN was discussed and the paper previously circulated. Directors heard that the schools current funding was £128k behind on current pupil numbers compared to school capacity. The Headteacher asked for consideration that the school PAN should increase to 150, possibly 155 because of loss of pupils in first few weeks.

The capacity of the school was discussed and Directors heard that a picture had been painted that the school is bursting at the seams, however this is not the perception of the Headteacher compared with his previous experience at other schools. The Directors raised a concern at the moment that if the PAN is raised and that progression on from MAC schools was not improved the the school would not be taking catholic pupils and other pupils would have to be accepted.

Directors talked through the proposal to increase the PAN. The accepted there would be limited costs involved.

Directors approved the request to increase the PAN at St Benedict's.

It was confirmed that the Board will take responsibility for the discussions with the Diocese.

The Federation schools, PAN for admissions from 2020/21 Our Lady's was noted that capacity was fine and a PAN of 15 had previously been agreed. It had also been agreed that the Broadway PAN would be moved back to 15. Completing consultation in October for Broadway and Our Lady's.

At Henley no documentation or detail was available to support the school request to increase the PAN to be 15. The Link Director would ask the Head of School to make further enquiries regarding a capacity certificate.

Vicky Robinson, Jane McNally, Jackie Smith and David Hughes left the meeting at 9.19pm

HFC181011.8 Policy for approval

The Data Protection policy was noted as received and with the exception of a slight change to the name of one school there were not amendments required.

Directors ratified the Data Protection policy and asked for the clerk to arrange for its distribution to the LGBs.

Financial Scheme of Delegation was then discussed and the Chief Financial Officer explained the reason for requesting an increase for 2 authority holders. The Head of Premises at St Benedict's and the Head of HR had a current limit for approval of £500, and it was requested this was raised to £1000. Directors questioned the reasons and head explanations and other roles within the MAC with similar spending limits.

Directors approved the FSOD levels of authority changes for Head of Premises St Benedict's and Head of HR.

Louise Armfield left the meeting at 9.32pm

HFC181011.9 Director appointments

The Chair updated the other Directors about a potential for co opted Director for a term of 12 months. Another Director expressed an interest in speaking with this person after Mass at the weekend. The clerk was asked to make the co opted Director post and agenda item and to send an invite to the next meeting.

Another potential Foundation Director had been identified and a Director would make contact to discuss the opportunity. Directors then expressed concern that Foundation Governors should be sought for Evesham and Stratford in particular as their current LGB were limited in numbers.

Directors then discussed the roles within the Board and it was agreed that the Executive Director role that was currently vacant will not be assigned, with only the Accounting Officer holding this position. Directors then spoke about the Headteachers and the pressure on them to attend all the meetings, agreeing that they should only be invited for key meetings such as performance focused sessions and annual forecasting. The clerk would confirm with the Chair before any meeting agendas are distributed to ensure the correct invites are sent. It was also agreed that there should be no further staff representative invites to Board meetings.

HFC181011.10 AO transition

The Directors then spoke about work that had taken place around investigating and discussions with a potential candidate for the Accounting Officer role, with the possibility to seek an appointment of up to 3 years with an individual. Directors spoke about the possible options for MAC growth and the requirement to support key leadership roles in the coming couple of years.

Directors spoke about the requirement to ensure support was in place within the Central team to enable any work around expansion and due diligence was possible. Directors also spoke about the current necessity for additional support around the Heads of School within the Federation.

It was agreed that the Chair and current Accounting Officer would meet the candidate in the coming days with a view to securing a short term appointment. This may be followed by a further recruitment process to include the Diocese. The Chair would make arrangements to discuss with Yvonne Brennan and confirm interim arrangements.

Item 11 on the MAC wide priorities would be deferred to the following meeting.

HFC181011.11 Date of next meeting

The next meeting is due to take place on Tuesday 20th November at St Mary's Henley in Arden. The clerk noted that the arrangements had been made with the previous Executive Headteacher and so this booking would be checked.

It was also noted that the Audit committee would meet at 5.45pm prior to the Board meeting starting at 6.30pm.

The meeting closed at 10.04pm

Action Summary

Action By	Minute Number	Action	Date completed
Clerk	<u>HFC181011.6</u>	Clerk to request Heads of School Broadway and Henley to complete the Catholic Life summary on the report to Board.	Requested for December meeting
Headteacher St Benedict's and LGB	<u>HFC181011.6</u>	Complete working party on deficit reduction and prepare proposals to the Board for increased leadership capacity.	EM on 24.10.18 agreed Dept Head appointment from Easter term. School LGB and working party still to present details on deficit reduction.
Chair / AO	<u>HFC181011.7</u>	Communicate Board approved request to increase PAN at St Benedict's to the Diocese for confirmation.	
Link Director Federation	<u>HFC181011.7</u>	Request capacity documentation or assessment for Henley in Arden school.	
Clerk	<u>HFC181011.8</u>	Distribute Data Protection Policy to LGB clerks and arrange to upload on MAC website.	24.10.18
CFO	<u>HFC181011.8</u>	Update FSOD with approved changes to Head of Premises St Benedict's and Head of HR.	
Clerk	<u>HFC181011.9</u>	Agenda item for co opted Director to next meeting and invite.	Awaiting confirmation to include
Steve Groves	<u>HFC181011.9</u>	Meet potential Co Opted and Foundation Director applicants.	
Clerk	<u>HFC181011.9</u>	Communicate change to standing invitations for Headteachers, staff representative and Executive Director role to all necessary individuals.	Chair and AO to confirm statement
Chair	<u>HFC181011.10</u>	Make arrangements to discuss AO transition agreement with Yvonne Brennan from the Diocese.	

23.10.18

Clerks draft minutes

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Signed Date