

School Improvement Committee – Part I Minutes							
Date/Time	28:11:18 4.00pm	Location		Okehampton College			
Attendees		Initials		Attendees		Initials	
Daryll Chapman		DC	Tania Skeaping	TS	Marilyn Livingstone		ML
					Ian Courtney		IC

Apologies	Initials	Reason (Category of Trustee)
Jeanette Savage	JS	Work
Lee Rose	LR	Work

<b>ACTIONS</b>
<b>DECISIONS</b>
<b>QUESTIONS AND CHALLENGES</b>

In Attendance	Initials	
Hazel Fox	HF	Vice CEO
Susanne Kiff	SK	CFO
Sally Wood	SW	Governance Manager
Jon Lunn	JLu	Director of Performance

Minutes to
Attendees
Apologies

16 - Apologies
<ul style="list-style-type: none"> <li>Apologies have been received from JS and LR</li> </ul>

17 – Declaration of Interest
<ul style="list-style-type: none"> <li>No declarations of interest were stated.</li> </ul>

18 – Agree & sign off previous minutes
<ul style="list-style-type: none"> <li>Part I minutes from 04:10:18 were agreed and signed by TS.</li> </ul>

## 19 - Matters Arising

- Actions from the previous meeting are carried forward.

**Action:**

**HF to continue with Equality Act working party**  
**HF to ask questions regarding curriculum content for PSHE and S/RE during next round of visits and to ask schools to ensure that schools are more explicit on their websites about what they do**

## 20 - Matters Brought Forward at the Direction of the Chair

- Trustees noted there was a requirement for the Trust to submit a sponsor application.
- Approval from Trustees was needed for this as single academy trusts (SATs) cannot simply join a multi academy trust (MAT).
- Upon receipt of the application an External Advisor would need to do a MAT review to ensure there was the capacity to expand.

Trustees asked if the application was successful would that mean the Trust could be a sponsor for any school  
 DC responded yes

- All Trustees present were fully supportive of the application being made

## 21 – Review of Progress – Development Plan

Trustees asked if the MDIF funding was being mainly spent on SLE provision in the primary schools and within Holsworthy Community College

DC responded the application was mainly for Holsworthy but had also funded SLEs at primary level

Trustees queried that the end date for the plan was March 2019

Response was yes

Trustees challenged the impact the plan is having and who is monitoring the impact

DC responded there was a return due mid term. A strategic plan will be held around Holsworthy with ongoing concerns about recruitment, English, day to day leadership, absence levels. The school remains highly vulnerable. TS will take part in that review.

- Trustees noted the first data drop of the year had taken place and Andrew Sweeney had reported the focus was higher from staff as to the date they entered.
- Trustees were advised there was the intention for the three secondary Heads to get together and look at the current situation. Holsworthy would also have a cooperative style review in January.

## Trustees asked how the Head of School at Holsworthy was managing

DC responded it was tough, a learning curve, but two days a week support was still provided from Tracey Amos and SLT from Great Torrington. Tracey will continue to provide support until August 2019.

- Trustees noted that SK would spend time in Holsworthy after Christmas to look at the support staff structure.

## Trustees asked if there was anything further to be submitted against the plan

DC responded there was a further piece of work to submit against it at the end

- HF updated Trustees in respect of the primary schools and advised there were SLE leads in writing and phonics and maths. The data from JLu had been considered in detail and Heads spoken to in respect of what would have the most impact in the classroom. Planning had been done until March and the primaries knew that writing was a key issue. There was also focus on middle and lower ability pupils and raising attainment at North Tawton and in the Holsworthy Cluster Primary schools
- The upcoming non pupil day will be focussing on greater depth and planning for that and would be led by the SLEs. The planning would be focussed on enabling pupils to be able to write at greater depth as well as looking at long and medium term planning.
- Moderation would also be part of the day, with Y2 and Y6 moderation happening next week so the Teachers are aware of the expectations
- Some primaries are benefitting from the maths mastery course, some have already undertaken these.
- Trustees noted there were joint staff meetings taking place in the clusters run by SLEs

## 22 – Leaver Destination Review

### Trustees asked how this data was captured

JLu responded it was from further education Colleges reporting on individuals that had been on roll for two terms. JLu advised that this return was lagged.

- Trustees noted they would want to be above national benchmarking with this data.
- Trustees noted that 7 boys and no girls have proceeded to apprenticeships from Okehampton College whereas the national benchmark showed more girls taking these up.
- Trustees discussed the need to keep an eye on this data

### Trustees queried if SUP stood for suppressed

JLu responded it was, it was too small a sample

### Trustees challenged what they were able to do about the data

DC responded they could investigate what was happening with careers advice for those in Y11. Careers South West should meet with all those youngsters and the Trust should ensure that is happening.

- Trustees noted there could be a situation where 100% of pupils stay on, but the courses offered may be inappropriate.
- Trustees noted that 8 out of 50 pupil premium pupils went onto A Levels at Okehampton College.

- Trustees noted that Tavistock NEETS (not in education, employment or training) were in line with national averages but this data was 2015. Okehampton College was similar, in line or above and the same was the case for 2016.

Trustees asked where Holsworthy students typically went on to

DC responded Bude or Launceston sixth form, Petroc or Exeter, dependant typically on their own location.

## 23 – Secondary School ASP data

- Trustees considered a number of documents for the ASP for the secondary schools
- Trustees noted that for English grade 5 and above, the percentage had dropped nationally and regionally, as well as locally within Okehampton College and Holsworthy Community College.
- Trustees noted that the national picture was not expected to move in terms of English Language and Literature, but it was important for the attainment line to remain consistent

Trustees asked about regional data

JLu responded this hadn't been received yet, but Devon had not performed well, the South West had been the highest improving region, but Devon results had got worse.

- Trustees considered the prior attainment of disadvantaged pupils looking at the gap when the pupils arrived into secondary school and noted the shift away from key stage APS, which a similar scenario in primary schools was looking at greater depth and below. High, middle and low banding was a more refined system where the percentage can be different to key stage APS.
- Trustees noted the scale scores for Y7, Y8 and Y9 had been translated into the language of greater depth, middle and below
- Trustees reflected that there wasn't much evidence of greater depth from the primaries, but there were higher attainers coming through from feeder primary schools.
- Trustees recognised that the year groups in 2019 would have a different profile than the previous year
- Trustees acknowledged that high prior attaining pupils should be the ones that are aiming for EBACC, 47% at Tavistock should be aiming for this but that expectation would be different for Holsworthy Community College.
- Trustees noted it was still the old curriculum in KS2 with next year being the first year that had undertaken the new curriculum from Y1. Scaled scores would come into place with the current Y9.
- Trustees reviewed the 2018 provisional progress 8 attainment and noted that all the schools in the region were struggling to add progress to high attainers. The questions to ask when those high attainers came through was whether they were being continually stretched and having value added.
- Trustees discussed improvement to problem solving was an area to be looked at, for pupils to be able to verbalise their learning and understanding.
- Trustees recognised this data reflected on the performance of the whole school but also highlighted Teachers not skilled at pushing and driving those high attaining pupils.
- Trustees recognised that low prior attainers at Okehampton College was an issue.
- Trustees reviewed the 2018 percentage of higher prior attainers entering and achieving EBACC 5+ and whether there should be a different curriculum on offer. Government expectations for EBACC were 75%. Okehampton College used to put in 60% with a 30% success rate.

## Trustees challenged why not all high prior attaining pupils would be entered

The response was at Holsworthy Community College, there were difficulties with English, Maths and Humanities. Tavistock needed to focus on Maths. It was a school by school decision.

## Trustees challenged if discussions about EBACC were happening in all schools

DC responded that in Tavistock Y8, 70% should take EBACC, the reality was more like 50% within the cohort. Parental resistance was present, but there was the intention to consciously move towards 75% and then 85%. Languages were not performing well at present in Holsworthy Community and there was a job to do with English so potentially pupils could be steered towards what is currently provision that needs improvement.

- Trustees acknowledged it could potentially be a third year of poor results at Holsworthy Community College.

## Trustees challenged if the headline data was the recent data drop was trustworthy

DC responded it was indicating -0.11 for Holsworthy Community College

- Trustees were advised of the intention to enter 33% into EBACC at Holsworthy with 10% predicted to achieve it. At Okehampton it was 19.2% entered with a prediction of 8.8%.to achieve. Tavistock's numbers were higher. However the move to higher numbers entering and achieving could be up to three years depending on changes needed to the curriculum and whether the school did a 2 or 3 year KS4.
- Trustees discussed curriculum design and agreed the intent of the curriculum needed to be looked at.

## Trustees asked how important it was to follow the EBACC guideline of 75%

DC responded that if children had good solid prior attainment, then they would be capable of doing that, but policy would needed to be changed if the Trust / schools were to follow the Government percentage

- Trustees considered parental involvement in these discussions and noted there was work needed.
- The need to prioritise MFL was recognised. Tavistock have an agenda to move towards increased EBACC. Pupils had no choice at Holsworthy previously to study a language and there were conversations to be held at Okehampton.
- Trustees noted curriculum diagrams from 40 secondary schools and could see the difference in those that were committed to EBACC, but acknowledged this took time to do and investment in quality MFL teaching was needed.

## Trustees challenged if the curriculum diagram data was shared at the Heads meeting

DC confirmed yes it was, but the challenge to the Heads was how are they using it

- Trustees acknowledged it was important to look at curriculum design, but recognised the impact on staffing models when doing that. There was also the desire to offer a range of subjects, but if a subject underperformed for three years, what would the situation be then.
- Trustees discussed if schools followed the EBACC model, did this provide a narrow curriculum not broad and balanced.

## 24– Primary Data

- Trustees noted the percentile rating no longer showed on the data, just the quintile that the school was in which was reinforcing the message not just to focus on the numbers
- Black Torrington was considered with the data showing Q5 for reading and maths and Q3 for writing
- Trustees reviewed the format of the report and volume of information agreeing it was really useful and it easily highlighted trends. Trustees also agreed it would be equally useful for LGBs.
- Trustees were advised that the in year data was also required to be reviewed as well. The in year data for the primaries would be provided for the next meeting,

[Trustees challenged why at South Tawton the quintiles were good for reading but this didn't translate into writing or maths](#)

HF responded it was down to greater depth, not about pupils not doing enough writing. HF added she would expect it to be a lot better this year

[Trustees asked about maths for South Tawton](#)

HF responded it was again, greater depth and pupils not converting that. HF added that was the last year group with those SATS. The new curriculum expected more

- Trustees acknowledged that Maths across the Trust was letting a lot of schools down

[Trustees challenged the decline at Okehampton Primary from Q2 to Q3 to Q5](#)

DC responded it was following an overall trend line.

[Trustees commented that this issue wasn't apparent in the LGB minutes adding that the SLE in maths was from that school](#)

HF responded she had asked the SLE from North Devon to come in and look at this.

[Trustees challenged the reading for disadvantaged pupils at Okehampton Primary](#)

HF responded it was getting tougher each year. There were lots of pupils on CP and the high end SEN was increasing, plus a number of managed moves had taken place. IC added he had recently visited and maths and behaviour of a small number of pupils had been raised as the main concerns at the moment

[Trustees asked for confirmation the appraisal for the Head there had focused on disadvantaged pupils](#)

DC responded he had carried out the appraisal and disadvantaged pupils had been discussed during that. HF added that some of the disadvantaged pupils had arrived in Y6 so it was a worthwhile exercise to run the data again with those excluded to see that picture.

- Trustees all recognised the need to maintain focus on every school
- Trustees reviewed North Tawton where writing and reading were Q5 and maths was Q3
- Maths was acknowledged as an issue across all schools, but very small cohorts also come in play to put that into context as well. HF advised Trustees she was in discussions around how to continue with school improvement support with subject leads / Neil Swait etc

Trustees challenged that in terms of the quintiles, 4/5ths of all the other schools were performing better than the Trust schools, so what was missing

JLu responded he was in the process of asking the 120 primary Heads for their curriculum hours. If this showed a difference in the curriculum hours of maths, it opened up discussions

- Trustees reviewed which particular group of children were not progressing and recognised the need to be able to read really well to answer questions.
- Trustees considered the DMAT wide data overview across 13 primary schools.

Trustees challenged that this showed above average in KS1 which was quite high

HF responded this data informed interesting conversations which needed to continue taking place

- Trustees noted that KS2 reading was the only subject which was above average, with writing well below average and this reflected Okehampton Primary as the largest primary school in the Trust.
- Trustees agreed that context was important but the overall message was that the schools were not doing as well as they should be.
- Trustees recognised it wasn't easy, there were budget restrictions and less interventions
- Trustees noted a similar format of data would be available for the next meeting and agreed a snapshot of data at the front was helpful.

## 25 – Primary Visit Notes

- Trustees noted the visit notes reflected more rigorous visits taking place.

Trustees asked if the notes could be circulated to the Chair of the LGB and the Chair of the LGB School Improvement Committee at the initial circulation

HF to action that

- Trustees who were also LGB Governors commented the visit notes triangulated with recent Governor visits
- HF advised it was difficult commitment wise to get round to all schools, but DC was meeting with Phil Whittley weekly
- Trustees commented that Heads of School teaching needed to be observed
- Exbourne Y5 and Y6 needed a continued focus.
- JLu and DC will be undertaking learning walks and looking at school data with Heads as of January. Work was ongoing to find a secondary equivalent to Neil Swait.

**Action:**

HF to action change of circulation to Neil Swait visit notes.

## 26 – Dartmoor Multi Academy Trust Improvement Action Plan

- Trustees were updated that for the sponsor application, the Trust Development Plan and the MDIF plan would be used as well as the rapid improvement plans for each of the schools which in turn would formulate the development plan back to the External Advisor.
- Trustees noted that all schools had been asked to review their rapid action plans and send them back prior to the end of term.

## 27 – Cross Phase Working Across the MAT

- At this time, the main piece of cross phase work done was the school council.
- The proposed cross phase work between Okehampton College and Okehampton Primary School was not agreed by senior leadership teams.
- Trustees were disappointed to receive the update at the lack of cross phase working taking place and agreed it was the expectation of the Trust that this would happen to maximise the benefit of the Trust.
- Trustees agreed the new curriculum was a great opportunity for cross phase curriculum to be in place and tasked **DC / HF to take this forward as an expectation from the Trustees**
- Trustees briefly discussed opportunities where this could happen, including English / Maths Lead conferences, continued use of the school council and having continuum from workbooks from primary to secondary schools to keep standards high.

**Action:**

**DC / HF to reinforce the expectation for cross phase working to take place across the Trust**

## 28 – School Judgements

- Trustees considered the Q3 for reading and Q5 for writing and maths for Bradford primary. The disappointment there was writing and maths with the expectation that the results would be better. Trustees noted that Bradford had received benefit from the MDIF funding.
- Trustees noted that Bradford had a different feel to it now, but there was need to know how they were performing in year.
- Maths was recognised as a Trust wide issue.
- Okehampton Primary were also feeling the impact of having staff out undertaking SLE work and their data reflected that.
- Trustees noted that Bradford had been in the bottom 10% of schools for the past three years.
- Trustees discussed that succession planning was important with schools. Trustees discussed the benefits of appointing a Teacher with a TLR to be a lead practitioner rather than appointed a Director of a subject.
- Trustees all agreed that for each vacancy it was important to consider what way to recruit to provide the best way forward.

## 29 – LGB Minutes

- Trustees noted that Tavistock minutes were more robust as data was available to review.
- Improvement was also noted with challenge
- Trustees checked that maths was mentioned in the Okehampton Primary minutes (8.1)
- Trustees were advised that Okehampton Primary were having continued internet issues, but it should be resolved this week.
- Trustees agreed the challenge could be more focussed from Okehampton Primary
- Holsworthy Cluster hadn't had data to review when their meeting was held.
- Trustees discussed in general that nearly all LGBs were attending training. It was recommended for the LGBs to dip test the Scheme of Delegation to gauge Governor understanding
- Trustees noted good challenge in Central Hub and HF updated on general progress of the LGB

## 30 - Risks Identified / Forthcoming Changes

- Maths within Primary schools
- Holsworthy Community College, both in general and ensuring adequate support for Head of Schools
- Pupil Premium across the Trust
- ASP data from Primary Schools in terms of quintiles and three year progress trends
- Okehampton Primary and other schools – behaviour concerns. **Jane Lake to assist Heads to escalate any issues they need to.** Trustees noted a comment made from a school that a good week was when a member of staff was not injured, although this was an extreme high needs case and staff supervision / training is needed as well as a review as to what is in place for SEN needs.
- Linked to behaviour is a risk to staff / other pupils and premises / property.
- Isolated locations.

### Action:

**DC to talk to Jane Lake about providing support for Heads in escalating issues**  
**SK to add risks to the risk register**

## 31 – Meeting Review

- IC fed back the meeting review.

## 32 – Date of next meeting

- Okehampton College – Tuesday 6 February 2019 - 4pm.

**Action Table from 28:11:2018**

<b>WHO</b>	<b>WHAT</b>	<b>WHEN</b>
HF	Continue with Equality Act working party	31:12:18
HF	To ask questions regarding curriculum content for PSHE and S/RE during next round of visits and to ask schools to ensure that schools are more explicit on their websites about what they do	31:12:18
HF	Action change of circulation to Neil Swait visit notes to include LGB Chair and LGB Chair School Improvement with initial circulation	10:12:18
DC / HF	Reinforce the expectation for cross phase working to take place across the Trust	Ongoing
DC	To talk to Jane Lake about providing support for Heads in escalating issues	10:12:18
SK	Add risks to the risk register	10:12:18