

## Meeting of Rosendale-Elmgreen Multi-Academy Trust Steering Group

**1 November 2016**

This meeting also incorporates the agenda originally scheduled for 8 November 2016

Chair: Marc Rowland

From Rosendale Governing Body: Kate Atkins, Jeremy Baker\*, Dharshi David, Caroline Gray, Biba Stanton, Rosie Unwin

From The Elmgreen School Governing Body: Cathy Ashley, Dominic Bergin, Mike Brady, Edwina Nummey, Kate Scrase, Jo Wallman,

Apologies from, Adrian Butler, Tony Pizzoferro Shola Salako, Sandy Nuttgens (first meeting only)

\*Jeremy Baker is also a governor at the Elmgreen School.

Michael Burke, Director of Finance and Administration at The Elmgreen School was present as minute taker.

### **1. Introductions**

The chair asked those present to introduce themselves.

### **2. Minutes**

The minutes of the meeting held on 28 October 2016 had previously been circulated and were agreed with following matters arising:

#### **Members of the Board of Trustees**

- 2.1 The activity where the skills required by the board and their ranking had not been recorded in the minutes. It was agreed that Dominic Bergin would produce a summary.

**Action: Dominic Bergin**

#### **Responses to draft minutes**

- 2.2 It was agreed that each school would set up an email address for responding to the minutes

#### **Identification of Members**

- 2.3 It was raised that the minutes illustrated the amount of attention given to discussing the member of the trust board but not to who the members might be. Discussion followed on whether potential members should have no association with the schools or be closely involved with them.

- 2.4 It was agreed in line with the consultation that there will be 5 members as follows:

- Chair of Governors – Rosendale
- Chair of Governors – Elmgreen

- PPF
- Rosendale Governor
- Member – to be appointed

It was agreed that a mechanism for appointing the fifth member should be drawn up. Kate Scrase had circulated criteria suggested by the Department for Education. These would be used as a basis.

**Action: Kate Atkins, Dominic Bergin, Michael Burke**

### **3. Membership of the Trust Board**

3.1 Consideration was given to how members of the trust would be appointed in addition to those already identified.

3.2 The proposed structure based on the analysis from the meeting held on 28 October was as follows:

- Chair of Governors – Rosendale
- Chair of Governors – Elmgreen
- PPF
- Head of one school (CEO is not voting member of board)
- Finance
- Research
- SEND
- Trustee (if required)
- IT

3.3 The issue of members being trustees and/or governors was raised. Michael Burke referred the meeting the 2016 Governance handbook which did not specify numbers and left most of the arrangements to individual trusts. It was necessary however to ensure that the number of members who were trustees did not exceed the number of non-trustee members. The proposal to have two members who were trustees therefore seems possible

3.4 It was agreed that trustees and an additional member could be appointed by a two-third vote.

3.5 It was agreed to draw up a person specification for the roles of member and trustee. Potential candidates would be identified and asked to apply by Friday 11 November. Applications would be circulated to the steering group who would vote at the next meeting to be held on or around 15 November.

**Action: Kate Atkins, Dominic Bergin, Michael Burke**

3.6 Applications will be sent to Marc Rowland

**Action: Marc Rowland**

3.7 It was agreed that there should be a variations in the length of terms of office to ensure all terms did not ended simultaneously as well as allowing for both continuity and refresh.

### **4. Appointment of Finance and HR Directors**

4.1 As part of the application for conversion it is a requirement to name a chief financial officer.

4.2 It was agreed that Michael Burke would be Chief Financial Officer

4.3. It was agreed to retain Lambeth Schools Human Resources

4.4. The trust would form a remuneration committee to look at appropriate pay levels for central trust posts.

## **5. Financial Health**

### 5.1 The Elmgreen School

- Surplus projected for 3 years
- Concerns over flat funding and increased employer costs

### 5.2 Rosendale Primary School

- In year deficit covered by balances brought forward
- Income from increased roll

5.3 Economies of scale would be limited in the early stages. These would emerge over time e.g. as service level agreements ended and were renegotiated

## **6. School Performance**

### 6.1 The Elmgreen School

- Ofsted Good (2013)
- Would anticipate still being good on re-inspection
- Results at GCSE not as hoped. Maths has been the limiting factor
- Significant changes in staffing in Maths Department
- In year data showing improvement
- Stable SLT and Middle Leaders
- Results in 2017 will improve
- Clear plan of action

### 6.2 Rosendale Primary School

- Ofsted Outstanding (2013)
- 74% made expected progress (national 54%)
- Reading +4
- Writing +1.9
- Maths +2.69
- Places school in top 25% nationally

6.3 A question was raised about application to The Elmgreen School. Dominic Bergin responded:

- 1000+ applications
- Families like the community ethos
- Strong sixth form. A Level results are at national average
- Proportion of Rosendale students transferring to The Elmgreen School is growing

## **7. Land and Buildings**

7.1 No significant issues

7.2 Rosendale Playing Fields. Kate Atkins anticipated that school use would continue on same basis

7.3 Kate Atkins confirmed that Rosendale had sufficient space to take a bulge class. In the longer term the issue would be about the ability to expand to meet demand for places. There was sufficient space to develop on the site.

7.4 Michael Burke confirmed that a list of all contracts was in preparation by both schools

## **8. Consultation**

- 8.1 Dominic Bergin and Kate Atkins summarised the consultation process with staff, parents and unions. It was felt that the process had been thorough, transparent and responsive
- 8.2 Cathy Ashley felt that the PPF had been able to reassure parents. She also confirmed that the Directors can make the decision to support conversion.
- 8.3 TUPE – There was no progress to report, but Dominic Bergin and Kate Atkins were in contact with the unions

## **9. Documentation**

- 9.1 The steering group considered the documentation that would need to be prepared.
- 9.2 Memorandum and Articles of Association. These would need to be ready for submission by 6 January 2017. To facilitate this it was agreed to appoint legal representatives as soon as possible after proposals were received on 7 November. Kate Scrase and Michael Burke would work on a draft which would be circulated to the group.

**Action: Kate Scrase, Michael Burke**

- 9.3 Memorandum of Understanding. This can be worked on by solicitors once appointed.
- 9.4 Draft Scheme of Delegation. An initial draft had been prepared and would be circulated. Agreement on this could come later.

**Action: Michael Burke**

- 9.5 Trust Improvement Strategy. To accompany academy application
- 9.6 Name of the MAT. Rosie Unwin is liaising with Jennifer McLaughlin over consultation with students in both schools. Will have proposals in about 2 weeks. Final decision rests with the steering group.

**Action: Rosie Unwin**

The first part of the meeting concluded at 10.00am

The second meeting opened at 10.18am.

Mike Brady and Cathy Ashley gave their apologies. Kate Scrase gave her apologies from 10.30am.

Sandy Nuttgens joined the meeting

### **1. Rationale for Conversion**

1.1 Kate Atkins and Dominic Bergin listed the things that formed the rationale and would be part of the trust improvement strategy:

- Joint working in SEND
- Maths support
- Developing skills at Key Stage 2 for success at Keys Stages 3 and 4
- Closing and stopping gaps
- Continuity in learning
- Continuity for local community
- Improved transition
- Evidence rich
- Continuous improvement
- Shared extracurricular opportunities
- Retention of staff through career development
- Progress

1.2 It was agreed to put this into a narrative form as part of the trust improvement strategy.

**Action: Dominic Bergin, Kate Atkins, Marc Rowland**

1.3 Agreed to look at input from Year 6 on transition

### **2. Conversion Time Line**

2.1 A timeline was tabled showing the actions and decisions needed to meet the conversion deadline of 1 March 2017.

2.2 It was agreed that despite the short time scales the steering group must be able to make decisions, but that clear deadlines would be given for any response.

**Action: Steering Group**

### **3. Risk Analysis**

3.1 A risk register covering the conversion process and immediately after had been drawn up.

3.2 It was agreed that the trust board would need to develop a risk for the longer term

3.3 It was agreed that Kate Atkins would circulate the risk register.

**Action: Kate Atkins**

### **4. Appointment of Trust Board Chair and Vice Chair**

4.1 It was agreed that the trust board would be responsible for electing a chair and vice chair.

## **5. Support for the CEO**

- 5.1 Marc Rowling introduced this item
- 5.2 Taking on the CEO responsibilities would be a change of role and would be combined with the existing headteacher duties. Two questions about this change centred on the strategic and operational aspects. In addition there would be the nature of the role in the setting up phase and then post conversion.
- 5.3 Both Headteachers felt that the best approach was to look at the capacity within the existing leadership teams and allow the role to develop over time.
- 5.4 The CEO will need to be able to tell the trust board what might be needed as the MAT develops over the next 2 to 4 years.
- 5.5 The School Improvement role would be carried out in conjunction with the two headteachers by Marc Rowland.

## **6. Further Actions**

- 6.1 The steering group would meet again
- 6.2 Marc Rowland would circulate a doodle to ascertain dates  
**Action: Marc Rowland**
- 6.3 Agreed that the draft academy application would be circulated to the steering group for comment
- 6.4 Agreed that when the steering group next meet they will agree the trustees. This will be done via secret ballot. To succeed a candidate will need two thirds of votes cast. Those who do not meet that requirement will be put to a fresh vote. It was also agreed to ask potential applicants to be members, that if not appointed in that capacity, if they would be willing to be considered as trustees.
- 6.5 The PPF to provide names of who will serve as a member and who as a trustee by 11 November.

**Action: PPF Directors**

The meeting closed at 11.25am