



Merton Strategic Schools Effectiveness Partnership Board Meeting

11th July 2018, 11:30am – 1:30pm

Minutes

Present:

| Name | Role | School | Cluster |
|----------------------------|--|---------------------------------|---|
| Matt Ball (MBa) | Headteacher | Bishop Gilpin CE Primary School | Central Wimbledon |
| Celia Dawson (CD) | Headteacher (CO-CHAIR) | Cricket Green School | Mitcham Town |
| Tina Harvey (TH) | Headteacher | Perseid | Merton Special Teaching Alliance (MSTA) |
| Fiona Duffy (FD) | Headteacher | Dundonald Primary School | West Wimbledon |
| Justin Dachtler (JD) | Headteacher | St Teresa's RC Primary School | Catholic |
| Mike Ross (MR) | Chair of Governors | Raynes Park High School | Secondary/Governors |
| Julia Waters (JW) | Headteacher | Ursuline High School | Secondary / Catholic |
| Kirsten Heard (KH) | Headteacher | Raynes Park High School | Secondary |
| Jane McSherry (JM) | Assistant Director for Education, Merton (CO-CHAIR) | London Borough of Merton | |
| Elizabeth Fitzpatrick (EF) | Head of School Improvement, Merton | London Borough of Merton | |
| Ewan Morrison (EM) | Merton School Improvement – Merton Education Partner | London Borough of Merton | |
| Jon Pepper (JP) | Merton Strategic Schools Effectiveness Partnership Coordinator | London Borough of Merton | |

Apologies:

| Name | Role | School | Cluster |
|-----------------------|-------------|-------------------------------------|------------------------|
| Michael Bradley (MBr) | Headteacher | Merton Abbey Primary School | Central Wimbledon |
| Alison Jerrard (AJ) | Headteacher | Ricards Lodge School | Secondary |
| Anita Saville (AS) | Headteacher | Joseph Hood Primary School | Wimbledon |
| David Hennessey (DH) | Headteacher | SS Peter and Paul RC Primary School | Mitcham Town /Catholic |
| Katherine Davies | Headteacher | Poplar Primary School | Morden |

(Minutes recorded by JP)

| <u>Minutes</u> | <u>Action</u> |
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| 1. Welcome and apologies | |
| 1.1 JM welcomed all and apologies were noted as above. | |
| 2. Minutes and matters arising from the meeting of 18th May 2018 | |
| 2.1 The minutes of the previous meeting were agreed subject to the following amendments: | |
| - Under cluster names, West Wimbledon will replace Wimbledon. | |
| 2.2 Matters arising: | |
| <p>Item 2.2: <i>Initiatives some schools have adopted - Children of staff eligible to attend the school, EF to check if this has gone into Merton's admissions criteria. Action: EF advised that this would be in place from 2019. AJ enquired if this was just for Primary as Secondary schools had not discussed this. EF to clarify.</i></p> | |
| <p>EF clarified that not all Primary schools and only some Secondary schools have adopted the policy and that the cycle starts in September 2018 for implementation in September 2020.</p> | |
| <p>ACTION: EF to ask Peter Gasperelli to email head teachers to inform what to do if they wish to change their admissions criteria. The board agreed that this would be a useful policy for schools to adopt to help with recruitment and retention.</p> | EF |
| <p>Item 3.8: <i>According to DfE funded studies schools have been trying to reduce teachers workload by: Reducing marking – EM to find out which school(s) in Wandsworth have done similar Action: Outstanding - To be carried forward to the next meeting</i></p> | |
| <p>ACTION: EM advised that this is still outstanding and he will be meeting with Davina Salmon from Wandsworth on Monday.</p> | EM |
| <p>Item 3.3: <i>JW advised that a Sport England project bid was also available. EF will check if this has been sent to Nicola Ryan, Merton Sports Partnership. JW agreed to forward the information onto members of the board. It was suggested that a My Drive be set up so information can be easily shared with all members of the board. EF to investigate the setup of My Drive but in the interim will collect all bid information and disseminate. Action: EF to investigate set up of My Drive. EF to collect bid information and disseminate to all members of the board.</i></p> | |
| <p>EF reported that setting up MyDrive is not as straightforward due to constraints with corporate IT at LBM. EF stated that she has not been made aware of any new bid information.</p> | |
| <p>ACTION: EF will investigate further how this might be possible along with disseminating any new bid information whenever are forthcoming.</p> | EF |
| <p>Item 4.1: <i>MR requested a leadership ladder for governors as this will give a clear way forward for governors. Action: EM to bring updated leadership ladder to next meeting. EF to discuss the leadership ladder for governors with Merton Governors Services.</i></p> | |
| <p>EF explained that training progression for governors is not quite the same as for teachers. MR suggested a number of areas where governors may require training, such as diversity, safeguarding and finance.</p> | |

ACTION: MR will meet with June Crame to discuss how training structure for governors might look. MR

Item 5.7: JM suggested a small working group meet to look at how this can be taken forward. JW suggested Paul Lufkin be invited to join the working group, KD and JW also volunteered to join the group. Action: EF to set up working group to discuss potential budget reviews for schools.

EF reported that there is a meeting of this working group scheduled for the end of August.

Item 5.12: EF advised that the website needs to be updated, EF suggested she draft a proposal for the development and costs involved. Also the partnership branding for the MSSEP. JW suggested changing the name of the MSSEP. Any suggestions to be emailed to EF. Action: EF to draft proposal for development of the website and partnership branding. All to consider renaming the MSSEP.

EF informed the board that JP will be working on developing a website over the summer alongside designing a brand identity around a new name for the partnership.

ACTION: JP to consult on a new name, develop a logo and brand identity in order to create a website. JP

3. Introduction – Jon Pepper, MSSEP Coordinator

- 3.1 JP outlined the rationale for changing the name and introduced a variety of ideas for words which might be suitable. There was brief discussion around what was important in a name. It was agreed that it would be useful to have something which reflected the partnership values.
- ACTION: JP to send a shortlist of names around to board members for a vote before the end of term, then design a logo and build a website for the start of September using the most popular name.** JP

4. Report on current activity

- 4.1 CD informed the board that the decision on the bid is expected by Monday 16th July.
- 4.2 EF reported that, to date, the DfE have not come forward with access to any resources or support. The 'Prospectus of Initiatives' booklet from JW was circulated.
- ACTION: JP to identify relevant initiatives from the booklet that the partnership could focus on throughout the year.** JP
- JW clarified that the DfE are targeting schools that have recruitment and retention problems and offering free support.
- 4.3.1 EM reported that he attended an event at Harris Crystal Palace and has progressed it quite far along with Dennis Wallace from the Wandle Teaching School Alliance. A bid has been written by Dennis which outlines a suggested course for 40 places for Merton and Wandsworth teachers to become mentors. EM expressed confidence in the likelihood of success for the bid.
- 4.4.1 MBa advised that the process is fully prepared for the new year with three lead schools (Liberty, Wimbledon Park and Bishop Gilpin). CD, TH and AJ are matched up to three groups to include secondary and SEN. The process was fully subscribed with a number of interested parties for future years. The website is up to date and will be shared.

5. CPD mapping

- 5.1. JM introduced CPD materials including Primary, Secondary and Leadership Ladder. TH advised that the MSTA CPD offer is currently being finalised.
- 5.2. EM highlighted that the integrated offer is still a draft and asked the group to respond with feedback around how Teach Wimbledon and MSTA can be spread throughout the document. EM pointed out that it might be useful to have key contacts from outside the MSI team.
- 5.3. JW questioned whether the science, English and maths offers are for Primary and Secondary and whether there are any Secondary experts in these areas. JW expressed concern that if the SSIP bid was successful, there would need to be something in place to support the development of post-16 teachers.
- 5.4. EF explained how the MSI structure was initially primary-centric and that if the bid was unsuccessful there is a possibility of using MSSEP funding to meet this need. EF suggested that if the bid fails, secondary heads can meet with some of MSI team before the next MSSEP board meeting to discuss this possibility.
- 5.5. TH pointed out that the needs of special schools are being overlooked and that not all areas are being covered. EM proposed that two more columns could be added making offer structured around Primary, Secondary and SEN.
- 5.6. CD highlighted that the leadership programs could be fully integrated through all subjects and across phases in a linear fashion.
- 5.7. MBa questioned whether core subject expertise could extend across all phases/Key Stages and become a useful extension of a more varied peer review process where specialist would be categorised based on subject.
- 5.8. JW emphasised how the teaching at post-16 is incredibly niche, requiring much more extensive subject knowledge which primary expert teachers would be unlikely to share. JW agreed that this would certainly work up to KS3.
- 5.9. JM suggested that the structure of the offer was reconsidered.
ACTION: EM offered to make contact with JW/KH in order to more effectively map secondary priorities, and CD/TH for SEN priorities. EM
- 5.10. CD expressed how clear the leadership ladder was. This was agreed by the board.
- 5.11. EM clarified that applications for CPD courses are made via the Merton CPD website and that Teach Wimbledon courses. EM suggested that an administrator can access the whole system in order to upload all information for training providers. TH highlighted that the process of uploading the training courses onto the website is difficult and time-consuming in the experience of MSTA
- 5.12. EF proposed that a partnership website could act as a conduit for the integrated CPD programme.
ACTION: JP to liaise with EM in order to provide a clear prospectus for all Merton CPD on the new partnership website. JP

6. Updated development plan

- 6.1. EF presented the development plan. Priorities 1-5 had been discussed in the meeting already. Primary writing (priority 5) is still weaker based on early indications from most recently-published results. EF explained that the focus is based on how in this area Merton is below the national average, whereas in other areas it is above.
- 6.2. MBa highlighted that some other areas of the country have much lower reading scores yet are achieving higher writing scores.
- 6.3. CD suggested that the EAL population could explain the writing results
- 6.4. EF reassured the board that, in George Hopson, MSI has a national moderator and we are doing everything correctly in order to gain an insight into what action is required to improve these outcomes.
- 6.5. In relation to operational priorities, JP has now been appointed and will be working on the partnership website and branding over the summer.
- 6.6. Schools are now increasingly having to carefully consider methods of boosting income generation through a variety of means. MR suggested that governors may

have particular expertise in the field of finance and that heads would be advised to request assistance from governing bodies.

- 6.7 Gaining partnership procurement advantage of essential items was suggested by JP, who will discuss with Liz Gallagher in order to find out what is currently in place. MBa reported that in the past there has been an issue with how procurement hubs have been slow and often not much more cost-effective.

7. Very early primary outcome headlines

- 7.1 EF reported some of the headline figures from recent Ofsted reports and assessment results. Liberty has been judged as 'Good' for the first time in 16 years. New Ofsted methodology will probably slightly reduce the proportion of Merton schools judged as good or better from the initial figure of 93%. 100% of secondaries are good or better along with 91% of primaries and 100% of special schools.

ACTION: EF will circulate the primary outcomes document to all headteachers.

EF

- 7.2 EF presented a discussion of the provisional KS2 outcomes. Despite writing being 1% below national average, this may increase when discounted students are taken into account. No schools are at the floor standard and possibly one school meeting the coasting standard.

- 7.3 The continuing focus of the board will be on primary writing outcomes and paying closer attention to KS1. EF will report back at the next board meeting regarding progress and attainment across different groups, alongside GCSE/A-Level data.

8. Feedback from ISOS event and discussion about nine key conditions for partnerships to flourish

- 8.1 EF summarised the ISOS event and the nine key conditions, as follows: [1] Trust/High social capital [2] Engagement from a majority of schools/academies [3] Leadership/key systems leaders [4] Convening and associative role of the LA [5] Sufficient capacity for school-to-school support at all levels [6] Effective links with regional partners [7] Sufficient financial contributions [8] Structures to enable partnership activity [9] Clear and compelling vision

- 8.2 JM suggested that the activity for analysing the key conditions might be placed higher up the agenda for the next board meeting to allow for more reflection.

- 8.3 The event highlighted how not many LAs have strong integrated partnerships like LBM.

- 8.4 It was decided that the exercise would be useful to do within clusters to allow feedback to the board.

ACTION: EF to send key conditions exercise to all board members for use in cluster meetings.

EF

9. Proposals for future projects requiring funding

- 9.1 EM presented a proposal for £5000 of funding in relation to board development priority 3 (Leadership and Development). The funding would be used for a peer-to-peer support programme in conjunction with Wandsworth, for Primary deputies and experienced headteachers. 10 primary deputies would be identified who might benefit from being paired for support.

- 9.2 EM confirmed that funding will only go to Merton schools who are involved and that this programme would fill development gap for deputies. It was agreed that this was an existing gap for leadership development. CD pointed out that special schools were not represented in the proposal.

ACTION: EM will add special schools to the programme

EM

- 9.3 TH pointed out that the NPQML programme might benefit from similar funding. JM pointed out that this would have to be presented as a proposal in a board meeting. In order to allow for a paper for NPQML funding to be submitted in time, TH will put

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| | forward a bid proposal as soon as possible for JP to send out to the board at the beginning of September. ACTION: TH to send JP NPQML bid proposal as soon as possible. | TH |
| 9.4 | Budget is currently unknown to the board and therefore needs to be made clear in order to allow board members and clusters to be aware of future funding possibilities. JM outlined that there is money to spend from last year because it was de-delegated and remained in reserves. ACTION: Outline of partnership budget to be presented at the next board meeting | JP |
| 9.5 | EM assured KH that the aspiring headteacher support package would be more comprehensive next year. | |
| 9.6 | Board representatives from Central Wimbledon, West Wimbledon, Secondary, Special and Mitcham Town all approved the bid. Information will be sent out to representatives from Catholic, Morden and East Mitcham clusters for their information. ACTION: JP to send out proposal to all absent board members as notification that this bid has been approved by the board. | JP |
| 10. Any other business | | |
| 10.1 | EF clarified that board representatives will have responsibility to feedback from partnership board meetings to their cluster. A briefing outlining the activities of the partnership was circulated to headteachers and will be sent to chairs of governors along with minutes. ACTION: JP to send briefing document and approved minutes to the partnership board and to chairs of governors | JP |
| 10.2 | Documents are to be shared with clusters at the discretion of board representatives and all confidential documents must be clearly identified. | |
| 10.3 | EF advised that the board is hoping to elect a primary chair of governors representative, and that there have been no nominations to date. ACTION: All primary representatives to encourage chairs of governors to apply | All (primary) |
| 11. Date of next meeting | | |
| | 30th October 2018 | 8:30am – 10:30am |
| | Agenda items to include:- | |
| | <ul style="list-style-type: none"> - New partnership name and brand identity - 9 key conditions of effective partnerships activity - SSIP bid outcome and next steps - Updated development plan - Budget and spending plan - Deeper analysis of outcomes across all age groups (EF) | |