



## The Merton Schools Partnership Board

30<sup>th</sup> October 2019, 8:30-10:30am

The Chaucer Centre

### Minutes

**Present:**

Name	Role	School/Organisation	Cluster
Celia Dawson (CD)	Headteacher (Co-Chair)	Cricket Green School	Mitcham Town/Special
Jane McSherry (JM)	Assistant Director for Education, Merton (Co-Chair)	London Borough of Merton	-
Kirsten Heard (KH)	Headteacher	Raynes Park High School	Secondary
Michael Bradley (MBr)	Headteacher	Merton Abbey Primary School	Central Wimbledon
Janine Kenna (JK)	Headteacher	St John Fisher RC Primary School	Catholic
Ewan Morrison (EM)	Merton School Improvement – Merton Education Partner	London Borough of Merton	-
Elizabeth Fitzpatrick (EF)	Head of School Improvement, Merton	London Borough of Merton	-
Tina Harvey (TH)	Headteacher	Perseid	Special
Gary Quinn (GQ)	Headteacher	St Matthews CE Primary School	West Wimbledon
Ro Maybury (RM)	Headteacher	Abbotsbury Primary School	Morden
Izzy Rickards (IR)	Headteacher	Holy Trinity CE Primary School	Central Wimbledon
Julia Waters (JW)	Headteacher	Ursuline High School	Secondary / Catholic
Jon Pepper (JP)	Partnership Coordinator	Attain	-
Mike Ross (MR)	Chair of Governors	Raynes Park High School	Secondary/Governors
Catherine Parsons (CP)	Governor	The Sherwood School	Primary Governors
Andriana Samouel (ASam)	Headteacher	The Sherwood School	East Mitcham

David Feasey (DF)	Headteacher	St Thomas of Canterbury RC Primary School	Mitcham Town /Catholic
Phyllis Sternberg (PS)	Headteacher	Beecholme Primary School	East Mitcham

**Apologies:**

Name	Role	School	Cluster
Anita Saville (AS)	Headteacher	Joseph Hood Primary School	West Wimbledon
David Hennessey (DH)	Headteacher	SS Peter and Paul RC Primary School	Mitcham Town /Catholic
Peta Blow (MBa)	Headteacher	Morden Primary School	Morden
Alison Jerrard (AJ)	Headteacher	Ricards Lodge High School	Secondary

(Minutes recorded by JP)

<u>Minutes</u>	<u>New Actions</u>
<b>1. Welcome, introductions and apologies</b>	
1.1	JM opened the meeting by welcoming new members of the board. All those present made introductions in turn.
1.2	Apologies were noted.
<b>2. Minutes and matters arising from the meeting of 10<sup>th</sup> July 2019</b>	
2.1	The minutes were reviewed from the previous board meeting and approved as a true record. Action points were discussed, as itemised below.
2.2	<i>ACTION: JP to visit all clusters to share the vision before the next meeting of The Attain Board.</i> JP reported that this has been done with the exception of West Wimbledon cluster, whose meeting is forthcoming.
2.3	<i>ACTION: JP to design a poster for dissemination throughout Attain schools as soon as possible.</i> As per the action above, JP confirmed that posters were disseminated to schools through clusters and headteachers had committed to placing them in a visible location at the entrance to their schools.
2.4	<i>ACTION: JP to develop an annual cycle planning document with each priority shown clearly.</i>

	JP introduced the annual cycle document and outlined some of the potential benefits of having a clear planning guideline for the year.	
2.4.1	MR suggested that there could be additions that relate to the various sub-groups.	
2.4.2	JW highlighted that consideration must be given to collective leadership and how the annual planning can flow from more careful thinking about the partnership's approach.	
2.4.3	EF noted that commissioning of strategic priorities after autumn half term might be too late. The board agreed that the first board meeting of the year should be moved to late September or early October.	
2.4.4	<b>ACTION: JP to amend the date of the first board meeting for 2020.</b>	JP
2.4.5	JW expressed concern that leadership by committee can be a challenge and an suggested that the board needs to be dynamic in responding to changing terrain in education where large, strategic issues will need to be discussed.	
2.4.6	JM noted that the aim of the partnership was to move away from a local-authority led model. This was supported by TH.	
2.4.7	CD proposed that agenda-setting was crucial in allowing expert leaders on the board to feed into certain meetings. This was agreed by the board.	
2.4.8	<b>ACTION: JP to work with CD and JM to ensure that in future, draft meeting agendas are shared with board members to allow for contributions.</b>	JP/CD/JM
2.4.9	EF noted that at Merton headteacher meetings there are regular contextual briefings about the national picture.	
2.4.10	<b>ACTION: EF to send an update to the board about changing issues the national agenda as soon as possible</b>	EF
2.4.11	EF added that when the budget is approved by the Schools Forum in November, it can be brought to the December meeting in order for the board to take note.	
2.4.12	CD suggested that recruitment was a particular focus of the December meeting each year.	
2.4.13	EM noted that the practice interviews at Roehampton were taking place in November, not March.	
2.4.14	<b>ACTION: JP to amend the annual cycle to reflect the points above.</b>	JP
2.5	<i>ACTION: JP to contact each subgroup to arrange an initial meeting to steer each priority before the end of term.</i> JP confirmed that each subgroup has met and will report back during the meeting.	
2.6	<i>ACTION: JP will investigate the underspend from the 2018-19 Raising Standards in the Sixth Form and report to The Board as soon as possible.</i> JP referred to the annual review appendices where details of the project are outlined.	
2.7	<i>ACTION: JP will send details of PTI Unlimited to secondary headteacher and seek responses before the end of term.</i> JP confirmed that all secondary schools are now able to access the PTI courses	
2.8	<i>ACTION: JP will find a list of schools that can access The Apprenticeship Levy funding through Merton.</i>	

JP noted that the HR department at Merton did not know exactly which schools had paid into the levy and so individual schools would have to be contacted.

### 3. Annual review 2018-19

- 3.1 JP introduced the annual review document as a way to reflect on the academic year 2018-19 as a public-facing example of some of Attain's achievements in its first year.
- 3.2 JW suggested that it could be shared with governors.
- 3.3 JP mentioned how the document would be widely circulated once approved by the board.
- 3.4 JP recognised that full evaluations were not always possible because a two-year process was written into initial proposals.
- 3.5 JM requested that the details of appendices would be removed for the version published on the website.
- 3.6 **ACTION: JP will remove references to the appendices within the document to be published on the Attain website.** JP
- 3.7 CD asked how widely it could be circulated.
- 3.8 JM committed to circulating it through Merton CSF department and across the council more widely.
- 3.9 JW express a wish that individual members of staff should not be named in the appendices.
- 3.10 JP summarised the spending detailed in the appendices, highlighting that the *Raising Standards in the Sixth Form* project had a surplus of approximately £5600 due to non-responses from heads of sixth forms.
- 3.11 EF recognised that the current academic year project includes similar actions which will allow sixth forms to access what they did not last year.
- 3.12 EF asked the meeting for suggestions about how the partnership could engage teachers more effectively, using the annual review as a way of communicating what Attain is doing.
- 3.13 JP responded by informing the meeting of how a mailing list for teachers will be set up - piloted in the Catholic cluster.
- 3.14 JK noted that when CPD is being delivered by key partners, the role of Attain can be reinforced continuously.
- 3.15 JW suggested that an annual meeting for CPD coordinators in each school would be beneficial.
- 3.16 MR asked that the annual review document should be circulated to all governors through Merton Governor Services.

### 4. Attain budget 2019-20

- 4.1 JP welcomed comments on the budget, highlighting that the partnership has nearly used its in-year budget due to commitments from last year, with approximately £5000 remaining in the budget.
- 4.2 JW requested that forecasts could be included in the budget reports at future board meetings.
- 4.3 **ACTION: JP and EF will meet to discuss the formatting of future budget reports** JP/EF

- 4.4 JM clarified that the reserves will be used for any extra spend in this financial year and that the money will not be used by LBM.
- 4.5 EF requested clarification on the 'consultancy fees' spend.
- 4.6 JP responded by that this line was spend on senior examiner sessions as part of the *Raising Standards in the Sixth Form* project and the keynote speaker for the workload and wellbeing conference.
- 4.7 MR asked for clarification about the line titled 'Advances'.
- 4.8 JP explained that this was money forwarded to schools.  
It was suggested that this could be made clearer in future budget reports.

## 5. Feedback from clusters

- 5.1 JM welcomed each cluster in turn to report on their activities.
- Mitcham Town*
- 5.2.1 CD reported that the cluster has shared school improvement objectives, revealing a particular focus on Pupil Premium.
- 5.2.2 The cluster is organising a conference in February concentrating on 'social capital' and changes around the curriculum.
- 5.2.3 DF noted that there has been a significant turnover of leadership within the cluster and that there has been some useful time spent on moderation and building a group of SENCOs.
- 5.2.4 CD reported that the assistant headteachers in cluster may work on a safeguarding wellbeing model over two sessions.
- 5.2.5 DF highlighted how the health of the children in Mitcham Town is a challenge that the cluster are attempting to tackle.
- East Mitcham*
- 5.3.1 ASam reported that the cluster ran a successful summer camp for children in Year 6.
- 5.3.2 PS outlined that the science curriculum was a particular focus for the group.
- 5.3.3 ASam noted that the writing moderation project run through Attain had a very positive effect in the cluster.
- Morden*
- 5.4.1 RM outlined that the cluster has shared school improvement plans and run a successful attachment project which is hoped to be expanded across the borough. PSHE leads in the cluster are also working together closely.
- 5.4.2 EF asked how the attachment project could be disseminated further.
- 5.4.3 RM described how the cluster will work closely with Denise Dyer about how the project could be taken further.
- Central Wimbledon*
- 5.5.1 MB reported that the cluster has found moderation projects very successful yet recognised that the diversity in characteristics between schools provide a challenge.

- 5.5.2 There will be a focus on working together on writing moderation.
- 5.5.3 IR expressed thanks for the Attain writing moderation project, which was viewed as very beneficial.

#### *Secondary*

- 5.6.1 JW reported that the sixth form project contributed to raising value-added scores.
- 5.6.2 KH noted that the cluster does not meet in the same way as others might
- 5.6.3 JW also highlighted that all secondary schools are part of Teach Wimbledon, which has continued to be a successful group.

#### *Catholic*

- 5.7.1 DF reported that the trailblazer project has been a worthwhile investment and that a leadership conference in the group involving potential leaders proved to be very useful.
- 5.7.2 Peer reviews continue to work well within the cluster, with JW highlighting that the ethos of commitment to the common good has been very well developed.
- 5.7.3 DF noted that a meeting has been organised by the cluster with Nick Flesher regarding the new Ofsted.

#### *Special*

- 5.8.1 TH reported that Katharine Davies has joined MSTA as a leadership consultant.
- 5.8.2 TH also reassured the meeting that new alignment with a larger teaching school hub is being investigated to continue the good work of the Teaching School.
- 5.8.3 TH also outlined how there will training available for how to assess pupils at levels P1-4 and there is an NPQSL course and a research project with the Gypsy Hill Trust focusing on differentiation.
- 5.8.4 The cluster has accredited autism course through the Autism Education Trust.
- 5.8.5 TH also reported that MSTA are part of a mental health trailblazer group.
- 5.8.6 JW asked whether the autism work is in conjunction with the Merton Outreach Service.
- 5.8.7 CD responded that it is run separately, but trainers exist across both groups for continuity and cohesion.

#### *West Wimbledon*

- 5.9.1 GQ reported that the cluster had welcomed Jill Augustin to Wimbledon Chase.
- 5.9.2 GQ also noted that the timings of meetings in the school year - including meetings of governing bodies - was coordinated by the cluster and school development plans have been shared to account for the new Ofsted framework.
- 5.9.3 There is also a writing moderation day planned by the cluster shortly following the same model that was set out in the Attain writing project.
- 5.9.4 The cluster also intends to develop all subject leaders in the cluster to meet, beyond maths and English.

## 6. Reports from subgroups

### *Coordinated CPD*

- 6.1.1 EM reported discussions at the subgroup led into a meeting with MSTA around the curriculum in primary foundation subjects.
- 6.1.2 EM described a plan by both groups to plan events led by expert facilitators where subject leaders in History, Geography, Art and MfL would attend to discuss the 'pedagogical content knowledge' required for a successful curriculum.
- 6.1.3 EM recognised the potential for cross-phase collaboration in these events which might lead to a larger conference in the future.
- 6.1.4 CD highlighted how the sessions would have a SEND specialist to input on how meaningful access to these curricula could be considered.
- 6.1.5 There was a discussion recognising the mutual benefit of primary and secondary schools being involved in this project with regard to standards, expectations and subject knowledge.
- 6.1.6 EF highlighted that Aragon have carried out a piece of work on the curriculum transition across the foundation subjects alongside Glenthorne in Sutton.
- 6.1.7 JW expressed how important it is for each school's curriculum to be bespoke and unique.
- 6.1.8 RM suggested that this idea could be taken to the transition group to allow for input, as necessary.
- 6.1.9 EM added that the group committed to 'mapping' the curriculum offer in order to understand where the partnership can support further.

#### *Financial Stability*

- 6.2.1 MR reported from the initial meeting of the subgroup, which consisted of only one person.
- 6.2.2 IR volunteered to join the group, welcomed by MR.
- 6.2.3 MR described how the SBM Forum had been a useful start-point for the subgroup, by setting up a working party of SBMs to develop the support and guidance that Attain might be able to offer their colleagues across the partnership as professionals.
- 6.2.4 MR also noted that JP will be meeting with Merton colleagues to discuss the potential of maximising procurement contracts.
- 6.2.5 There is also potential for Attain-funded CPD training for SBMs, depending on what is decided at the meeting on 12th November.
- 6.2.6 MR outlined that the group intends to publish some advice for schools in relation to improving financial stability.

#### *Recruitment, Retention & Leadership Development*

- 6.3.1 JW reported that the meeting focussed on a more targeted approach, investigating why NQTs might have left the borough.
- 6.3.2 EM explained that the group intended to further question officers and councillors regarding the potential of special key worker housing offer, which has not yet been forthcoming.
- 6.3.3 JW added that discussions centred around the potential for training school leaders on the new Ofsted framework, which will be discussed as a proposal under 'Any other business'.
- 6.3.4 EM provided figure concerning which universities NQTs in the partnership came from, as follows: 22 from Roehampton, 14 from St.Mary's, 8 from Kingston, 8 from UCL, 7 from Sutton SCITT and others from MSTA (to be clarified).

- 6.3.5 JP welcomed members of the board to consider if they could attend a recruitment fair in the next few months in order to support the work of the partnership.
- 6.3.6 JP also stated that the recruitment strategy would be more targeted; following-up face-to-face contact with phone calls and emails.
- 6.3.7 EF asked whether details of the NQT+1 courses could be published and shared with trainees at recruitment fairs.
- 6.3.8 TH suggested that current NQTs could be released to attend the fairs in addition to, or instead of, headteachers. This was well-received by the board.

#### *Primary Literacy*

- 6.4.1 EF reported on the subgroup meeting actions which included a commitment to expand on the primary writing focus but with a focus on Years 3 and 4, and expanding to look at primary reading.
- 6.4.2 EF confirmed that a proposal would be coming to the board in due course.

#### *SEND & Vulnerable Groups*

- 6.5.1 CD reported that the subgroup intended on embedding existing practices which came out of the *Measuring Progress for Pupils in Receipt of SEN Support* project.
- 6.5.2 CD explained how there is a commitment to meet with Nick Flesher in relation to the above.
- 6.5.3 CD outlined how the term 'vulnerable groups' was explored by the subgroup and it was agreed that the group recognised the need for a contextualised understanding of pupil group vulnerability.
- 6.5.4 CD also noted that circulating the Children and Young People's Plan to headteachers was important along with adequate sharing and analysis of the Merton SEND review.
- 6.5.5 JW highlighted that the messages coming from the Merton SEND review referenced the differences between healthcare involvement in mainstream.
- 6.5.6 CD responded to confirm that a strategic action plan is being drawn up in response to the recommendations.
- 6.5.7 JM confirmed that a timetable has been set in relation to the action plan and that relevant correspondence will be sent out to schools.
- 6.5.8 EF asked the board if there is more that Merton can do in the sharing of the Children and Young People's Plan document.
- 6.5.9 JK noted that when it was shared at the headteachers' meeting, there were many other items which may have made the detail somewhat difficult to assimilate.

## 7. Standing items

#### *Merton schools' use of The Apprenticeship Levy*

- 7.1 JP reported that leadership courses are now all available for schools and can be found in the leadership section of the Attain CPD brochure.
- 7.2 JP urged members to share this information and to apply for their staff to enrol onto the courses as soon as possible.
- 7.3 EF added that the SBM Forum were made aware of the application process so that should be made clearer.
- 7.4 MR expressed his thanks to JP for leading the process in collaboration with colleagues at Merton.

- 7.5 JP asked the board if the issue was still required as a standing item. It was agreed that for the time being, it should remain.

## 8. Any other business

### *Raising Standards in the Sixth Form 2019-20*

- 8.1.1 JP introduced a slight amendment to this project, namely changing one of the target subjects from OCR History to AQA Physics.  
*The above amendment was agreed unanimously by the board.*

### *Supporting Early Career Development*

- 8.2.1 JP discussed changes to the original proposal.  
8.2.2 TH clarified that the course will be run by MSTa, hosted by Bishop Gilpin.  
8.2.3 JP outlined changes to the organisation of the programme with no change of cost.  
*The above amendment was agreed unanimously by the board.*

### *Exceptional Leadership in Using the New Ofsted Inspection Framework*

- 8.3.1 JW expanded upon a new proposal, accepted by the chair from the Recruitment, Retention and Leadership Development subgroup.  
8.3.2 JW described that the preparations at Ursuline High School have been very thorough on many leadership levels.  
8.3.3 JW suggested that there might be a possibility for the partnership to expand existing support to change school leadership culture in using the new Ofsted framework.  
8.3.4 EF highlighted that there is a priority list of schools based on vulnerability and that these schools receive more MEP time from MSI.  
8.3.5 EF also pointed out that outstanding schools could be more likely to face inspection than they would have previously been.  
8.3.6 EF emphasised that the proposal could work for supporting outstanding schools.  
8.3.7 JK and JW questioned whether it could also be helpful for good schools.  
8.3.8 KH expressed support for the proposal.  
8.3.9 EF observed that the risk factors for inspections are still heavily weighted towards outcomes.  
8.3.10 MR asked what the interface between potential consultants and MEPs would be and whether there is scope for the cost to be reduced through employing an additional MEP.  
8.3.11 EF agreed with MR that there could be potential in using funds to recruit a MEP for a fixed-term contract.  
8.3.12 TH highlighted that any consultant would have to be trained to inspect special schools.  
8.3.13 JW added that consultants would have to be Ofsted-trained.  
8.3.14 MB asked how the proposal could fit into a guided peer-review.  
8.3.15 JW responded by suggesting that peer-reviews can be integrated into external consultancy.  
8.3.16 JP noted that the finances would have to be staggered across more than one year.  
8.3.17 JM summarised that the board agreed in principle to use some of the reserves to roll out a graduated support programme. This was agreed by the board.

JK highlighted the need for timing to match the schools' positions in the inspection cycles.

ASam described that the benefit of taking part in an Ofsted shadowing process and suggested that there could be something similar arranged in Merton.

**ACTION: EF and JM to develop thinking around the proposal to support schools with the new Ofsted framework. EF/EM**

**MEETING DATES FOR 2019-20 (all to be held at The Chaucer Centre)**

**Tuesday 3rd December - 8:30-10:30am**

**Tuesday 25th February - 8:30-10:30am**

**Tuesday 5th May - 8:30-10:30am**

**Tuesday 7th July - 8:30-10:30am**

DRAFT

# ACTION LOG

## 2. Minutes and matters arising from the meeting of 10th July 2019

Item	Action	Completed
4.4	JP to amend the date of the first board meeting for 2020	
	JP to work with CD and JM to ensure that in future, draft meeting agendas are shared with board members to allow for contributions	
	EF to send an update to the board about changing issues the national agenda as soon as possible	
	JP to amend the annual cycle to reflect the points above	

## 3. Annual review 2018-19

Item	Action	Completed
5.2.3	JP will remove references to the appendices within the document to be published on the Attain website	

## 4. Attain budget 2019-20

Item	Action	Completed
	JP and EF will meet to discuss the formatting of future budget reports	

## 8. Any other business

Item	Action	Completed
8.11	EF and JM to develop thinking around the proposal to support schools with the new Ofsted framework.	