



MINUTES OF THE ACCOUNTABILITY, REVIEW AND CHALLENGE GROPUP MEETING PART 1

Date	17 th October at 9.30am	
Venue	Werneth	
Present:	Ruth Dolan (RD) Heidi Hoskin (HH) Linda Bamford (LB) Anne-Marie Winter (AMW) Antony Hall (AH) Judith Greene (JG) Duncan Howarth (DH) Conrad North (CN) Warren Turner (WT) Joanne Maw (JM) Susie Drake (SD)	Chair Director of Primary Education Director of Secondary Education Executive Manager Regional Business Manager Regional Executive Principal – from Min 6 onwards National Leader in Governance Principal, Werneth Primary School (Part Min 7 only) Principal, The Whitehaven Academy (Part Min 7 only) Principal, Grindon Hall (Part Min 7 only) Principal, Haltwhistle Community Campus, Lower (Part Min 7 only)
Apologies:	Paul Sampson (PS)	Principal, Haltwhistle Community Campus Upper School
Absent:		
In attendance:	Paula Moran (PM)	Note Taker

AGENDA	Welcome and Apologies for Absence
ITEM 1	
Discussion	The Chair introduced herself, gave a brief overview of agenda for the day. All attendees introduced themselves, and their roles.

	<p>An apology for lateness was received from the REP.</p> <p>Members were advised that following positive feedback received from all Principals at earlier ARC meeting in the East and South West it had been agreed that the structure of future ARC meetings will be changed. Changes to future agendas will include the actions log, relevant to the school, moved to agenda item 7.</p> <p>The Chair explained the role expected of the REP and Principals at the meeting. Members agreed the importance of REP involvement throughout the meeting to provide regional overview and to support challenge relevant to individual schools.</p> <p>Members agreed that the ARC is about accountability but importantly it is about open dialogue.</p>
AGENDA ITEM 2	ARC Vacancies and appointments and structure
Discussion	<p>The role of the ARC was discussed and how it fits into the structure, ensuring the “Golden Thread” of communication through all the tiers.</p> <p>Following discussion, it was agreed that The Chair would meet with executive leaders to review ARC memberships to secure transparent separation between governance and management functions.</p>
Action	THE Executive Manager to arrange a meeting RD / HH / AMW to progress membership and TOR reviews
AGENDA ITEM 3	Declaration of Business & Pecuniary Interest
Discussion	<p>Members discussed the importance of ensuring that ARC members declarations are included in the Trust’s governance Register of Interests.</p> <p>No potential conflicts of interest were declared relative to published agenda items.</p>
Action	Clerk: ensure that ARC members declarations are included in the Trust’s governance Register of Interests at the earliest opportunity in advance of the next meeting.
AGENDA ITEM 4	Minutes of previous ARC meeting
Discussion	Notes from the previous ARC meeting held on 13 June 2017 – were received and noted.
Action	
AGENDA ITEM 5	Actions and impact from actions
Discussion	Members noted that ARC remit had been revised since the last meeting and that future meetings will focus more keenly on identifying and tracking impact from actions arising from governance oversight and challenge

Action	
AGENDA	REP Report
ITEM 6	
Discussion	<p>Judith Greene provided a regional over view of schools</p> <p>Werneth</p> <p>Staff have had no contracts since February. HR Support is currently in house, need to establish how school fits into structure. Steve Burgess (NEO) has been working with the school. Trust is looking to recruit HR Admin role for the North, to support schools in the region.</p> <p>Grindon Hall</p> <p>Staff contracts are varied and need aligning. This also highlights a risk around recruitment in terms of pay and contracts.</p> <p>Classrooms are too small to suitably accommodate the older children comfortably.</p> <p>The quality of teaching is an issue which is being addressed by the new Principal but there is limited senior leadership team support.</p> <p>As a former selective independent school with a changing intake of pupils who are now from the local community, some staff are struggling with teaching and learning and dealing with behavioural challenges.</p> <p>Questions exists around the viability of KS3, KS4 and the 6th Form. Primary is 3FE.</p> <p>The school has been isolated for far too long and now needs to network with other schools.</p> <p>Need to have a Drive Team meeting asap.</p> <p>Haltwhistle</p> <p>More space/classrooms needed in Reception.</p> <p>Health and Safety concerns with the building.</p> <p>Area is deprived and there is a drugs issue in the surrounding area of school.</p> <p>Delayed speech and language in EYFS.</p> <p>Requirement for Quality Assurance in school, across two sites. Some of the primary staff have been through Challenge Partners, to do a review.</p> <p>Will be forming one Drive Team across the two schools.</p> <p>External review of the school needed to provide detailed benchmarking information.</p> <p>IT systems and infrastructure review needed.</p>
Action	<p>Review of HR support for Werneth</p> <p>Drive Tram meeting needed in both Haltwhistle and Grindon Hall.</p> <p>External review of the Haltwhistle needed to provide detailed benchmarking information.</p> <p>Visit Haltwhistle to review IT systems and infrastructure.</p>
AGENDA	Individual School Report

ITEM 7	
Discussion	<p>Werneth – Conrad North, Principal joined the meeting.</p> <p>Schools RIR was discussed and CN was asked how the Drive Team were looking at this and what they were doing to hold the Principal to account.</p> <p>Key areas identified were the improvements in Key Stage 1 Phonics, increasing from 50% last year to 75%, the highest score the school has had. This progress seen since Read,Write Inc has been introduced. Good results in KS1/KS2 Maths also, pupils being above the national average for progress in maths by the end of KS2.</p> <p>The number of children reaching a good level of development (GLD) at the end of Foundation Stage has risen from 47% last year is up to 62%. While the majority – 99.5% – of pupils are EAL, all pupils are making excellent progress.</p> <p>CN advised that the local community support of the school has improved and the parents are more supportive.</p> <p>CN was asked to give an overview of the schools Drive Team and if they understood their role and how the team fits into the structure of the Trust.</p> <p>CN confirmed that the Drive Team is now in place and they have appointed a Lead Member. The roles have been reclarified and each member has been allocated an area of responsibility; for example Safeguarding, Behaviour for Learning etc</p> <p>The schools RIR has been shared and the priorities for the school discussed and understood. Previous ARC meeting minutes have been shared and feedback has been given, via a questionnaire produced by CN. They have now set the dates for the Drive Team Meetings for the year.</p> <p>CN has identified that the main focus at the meeting was on stabilising leadership in the school.</p> <p>CN would like to clarify the Trust Board's Strategic Vision for Werneth and be able to share this with the Drive Team, to give them a better understanding of their roles.</p> <p>RD asked if there were any training needs for governance and how this was going to be done. CN advised that there was a good understanding of governance within the Drive Team, as there are some members of the previous Governing Body on the team. However, some in house training would be given to support the newer members.The need for the REP to attend the Drive Team Meetings across the region, to support was also identified.</p> <p>In terms of training, data training needed across the regions and CN asked whether the Trust could support this.Training also needed for the Chair's of the Drive Team, decision made to get all the Chair's together, with Principals, from across the region, to look at processes and what is expected.</p> <p>CN confirmed that reports have been produced to monitor visits to school.</p> <p>LB asked questions around CPD for the school and asked how the trust can support, as there is a CPD programme available, funded by the trust. CN advised that CPD is developing at a local level, and the school has links with two local schools, Coppice and St. Thomas's. CN has met with West Oldham Headteachers, including a SENCO and has made enquiries to LA.</p> <p>CN highlighted that more networking opportunities with other Principals within the region would be of benefit.</p>

RD asked CN to summarise three things that are going well at school, two things he would like to improve and one thing he would like to get rid of altogether.

3- Stable leadership team in place, parental feelings are a lot more positive and improvements in standards for KS1.

2 – Spelling, writing and more support needed from REP.

1 – Lack of clarity, particularly around budgets

Whitehaven – Warren Turner, Principal joined the meeting

RD asked WT if he understood what is expected of him in terms of the ARC, as Principal.

LB asked what the school were doing to prevent themselves being isolated, as Ofsted will ask what they are doing to connect to local schools. WT responded that he has recently joined a local secondary schools network and the Middle Leaders in school attend subject network meetings monthly. Local primary school feeder schools currently hold meetings at Whitehaven, and WT is establishing links with them. A need to establish a network of Outstanding Middle Leaders was identified, to share best practice. The trust can support with CPD.

Performance Management Meetings for staff have been completed and targets set for CPD.

School is having a number of challenges; one being the size and state of the building. Two thirds of the school are closed due to the fact they are so old. A new local school, West Lakes Academy has been built recently and Whitehaven lost a lot of numbers to them, with 40 children leaving at the end of year 9.

Opening very close to the school soon, is West Lakes Academy, a merger of two schools. This has proved a challenge to try and increase Year 7 intake, as past reputation of the school is affecting parent's decisions.

However, Year 7 intake was the largest it has been in 5 years, with 117 joining.

RD asked what the current position around the school Drive Team was.

Previous Governing Body has disbanded, due to challenges the school has experienced/experiencing. Currently has a team of four members, with an original member of the previous Governing Body, appointed as Chair. There are two community members and the Chair is a parent.

First meeting was held last week, in accordance with parent forum meetings held by WT. Each member of the team has been given an area of responsibility associated with the outcomes of the recent Ofsted Report. WT was asked if the members understand the role of Governance, and their role. Identified the need for bespoke training for the members for CPD, and so they can challenge him regarding data, quality of training and School Improvement.

The RIR was shared in a simplified format with the Drive Team. A need to clarify what is confidential or not in the RIR, was identified. As this document is a public document.

Drive Team Meeting Minutes need to be shared with the ARC team, so support can be given.

LB asked WT about the CPD opportunities available for staff.

WT responded that he was attending local Headteacher networks, Deputies were also attending networks and local Middle Leaders Groups were providing opportunities for the moderation of assessments.

RD asked WT to summarise three things that are going well at school, two things he would like to improve and one thing he would like to get rid of altogether.

3 – Meeting with other Bright Tribe Principals, perception of local schools of the academy are improving and staff in school beginning to gain a sense of what good teaching looks like.

2 – Infrastructure – need another school to hub with, system of judging outcomes and less so with looking at progress of pupils

1 – would like to see some joined up thinking between Ofsted, DfE and Regional Schools Commissioner

Joanne Maw – Principal, Grindon Hall, joined the meeting

RD asked for an overview of the school since JM had recently joined

School is going through a lot of change, converting from an independent school, state school, and now a Trust school. Staff are committed and working well, despite the challenges. The school is still well regarded in the community, and support from parents is good.

Changes have been made to the building, to secure the entrance. Glass doors installed, and have made a huge difference. Secondary space is not big enough, with regards to the physical space of classrooms. JG observed a Chemistry lesson in school, and it was clear the room could not accommodate a practical lesson.

Support is required from the Trust to make building improvements. The building was previously an old house; therefore, the classrooms are not typical of a school building.

Currently, teachers are on lunch time duty. Requirement for midday supervisors.

LB asked about CPD opportunities to staff, recognising that JM was new in post.

Key priorities identified in the RIR were that the Leadership team is limited, quality of teaching is inconsistent, with the need to standardise primary and secondary ways of working. To address this JM is conducting weekly meetings with all staff and setting up focus groups around the different subject areas, to get the standards where they should be. Behaviour for Learning is also a priority that needs with some staff confusing this with Learning Behaviour. In a previous role, JM was responsible for setting up a ELB programme for the local authority, and is confident that Behaviour for Learning in School will continue to improve.

JM also looking at staff training day with a local teaching school.

There is a need for local links to be made with other local schools, to share teaching best practice, to drive CPD.

RD asked JM to summarise three things that are going well at school, two things she would like to improve and one thing she would like to get rid of altogether.

3 – Support network in trust, AH support with finance and Mark Bradford – staying in contact with site team, overseeing the changes to the building.

2 – Lack of formal induction to the Trust, and an induction for new school, becoming a trust school, would be very helpful with clarity on what happens after conversion.

1 - concern over bottom line Finance, all teachers on same pay on conditions.

HH asked JM about the progress with establishing a Drive Team at the school

Currently recruiting for the Drive team, key people have been identified and are on board. Members of the previous Governing body are keen to retain the Christian Ethos of the school. JM has agreed to form a separate team to act on an advisory level, to Principal, but not a drive team.

RIR to lead Drive Team and their role is to hold the Principal to account. Key improvements should be outlined in the report, and link to SIP.

Susie Drake - Principal, Haltwhistle Community Campus, Lower, joined meeting

RD asked SD for an overview of the school to date

SD advised that the school is very well regarded in the local community and feels significant progress has been made in many areas.

They have been recognised with an Outstanding Award for Reading and Writing standards in KS1. The Reading and Writing Leader is very effective and has visited several schools to share best practice.

Have established priorities in RIR; phonics, maths and developing leadership.

However, SD highlighted that the school is isolated and needs to be able to link with other schools.

Some staff are still without contracts!

RD asked SD is she was fully aware of how Governance within the Trust operated

SD responded that she had a general awareness but not detailed. It was agreed to send past bulletins to Suzie to provide some background and additional information.

LD asked SD about CPD opportunities for staff

With regards to CPD in school, SD has established links with 15 local primary schools who are attending Haltwhistle for maths training.

An allocated bespoke training programme for Middle Leaders has been implemented to drive CPD.

SD and JG are both concerned around the Health and Safety Policies for the school, and the fact they are out of date and in old format. Bright Tribe Policies can be found on Etribe, and trust bulletin.

There is currently no Business Manager/Estates Manager in post at school. School Secretary is very capable and does everything, including HR, Finances.

SD would really like the ARC team to visit school and see the improvements that have been made.

HH asked SD about progress with forming a Drive Team at the school

Having difficulties forming a Drive Team. Proactively pursuing people and have advertised in the weekly newsletter, phone calls, and at local network council. Have support from the parents and local community, but haven't yet signed anybody up. General message is that lack of commitment is due to time management.

HH suggested joining a local business network to recruit members. SD going to attend Network Haltwhistle network

RD asked SD to summarise three things that are going well at school, two things he would like to improve and one thing he would like to get rid of altogether.

	<p>3- Improvements in teaching and learning, school leadership and community links</p> <p>2- Void in skills gap regarding Health and Safety and Finance in terms of what the budget is.</p> <p>1- Governance is weak area</p>
Action	<p>Werneth</p> <p>Monthly meeting to be arranged with Principals across the Northern hub to develop and co-ordinate best ways of working.</p> <p>Review of HR support for the school.</p> <p>Drive Team Chair and Principal training to be scheduled.</p> <p>Opportunities for networking with other Principals</p> <p>Whitehaven</p> <p>Drive Team reports to feed into ARC group.</p> <p>Whitehaven</p> <p>Clarify what is confidential or not in the RIR.</p> <p>RD to meet with Chairs of Drive Teams</p> <p>Networking opportunities with other local and Trust schools to be improved.</p> <p>Grindon Hall</p> <p>REP to meet with Chairs of Drive Team's to ensure they understand governance and identify any training needs.</p> <p>Confirm Drive Team members and set meeting dates for the term.</p> <p>Haltwhistle</p> <p>Send historical bulletin emails from Summer term, these will be useful.</p> <p>Support needed to review RIR document which is too long, needs to be a governance document.</p> <p>Trust Structure sent to Principal, and contact lists.</p> <p>HR to chase outstanding staff contracts.</p> <p>HH to visit Haltwhistle.</p> <p>Establish Drive Team</p>
AGENDA ITEM 8	Individual School Financial Summary
Discussion	<p>Werneth – Conrad North, Principal</p> <p>At the end of financial year, there are in a better position than they originally thought. Stuart Robertson (Financial Controller) to send CN an update to date budget, with details of reserves.</p>

	<p>Currently have 3 phases of IT improvements planned for. Phase 1 has now been completed, however are holding off on Phase 2 until the year end figure is published.</p> <p>Structure of Finance Head Office Support is needed, who does what? CD feels that the central budget for the School Business Manager, day to day, is not clear and would like clarification on what is regional, to make sure that the SBM is value for money.</p> <p>Whitehaven – Warren Turner, Principal</p> <p>Current prediction for end of school year 275,000 deficit.</p> <p>Joanne Maw, Grindon Hall, Principal</p> <p>JM asked the question if there is the capacity in the budget to develop leadership, as the schools budget has reduced by £70,000.</p> <p>Different members of staff are on different employment contracts, with staff doing the same job on different salaries, some on spot salaries. JM advised that Grindon Hall are the only school in the country not to adhere to the National Teachers pay scales. Teachers need to be in line with other teachers across the country.</p> <p>Susie Drake - Principal, Haltwhistle Community Campus, Lower</p> <p>SD has not seen budget since joining. AH confirmed that the budget has been approved by the board, it is a joint budget across the two schools. Will be with Principal in two weeks. Currently have eight members of staff who do not have contracts. HR to investigate.</p>
<p>Action</p>	<p>Werneth</p> <p>Communication of finance across the trust, across the tiers needs to be clear and communicated.</p> <p>Grindon Hall</p> <p>AH to look at the application of the National Teachers and Pension Award at Grindon Hall and Haltwhistle – and devise a time lined plan of who this can be implemented.</p> <p>Haltwhistle</p> <p>Budget to be shared with Principals, LB, HH and RD.</p> <p>Neo HR to offer support with staff contracts.</p>
<p>AGENDA</p> <p>ITEM 9</p>	<p>Drive Team Report</p>
<p>Discussion</p>	<p>The NLG was thanked for providing input to discussions on overview for the region and individual schools as appropriate.</p>

	Members asked the Executive Manager to progress chaise establishment and development of Drive Teams across the region and to ensure provision of Drive Team Minutes as part of future ARC meeting packs
Action	Executive Manager to progress chaise establishment and development of Drive Teams across the region and to ensure provision of Drive Team Minutes as part of future ARC meeting packs.
AGENDA ITEM 10	Trust Board – Key messages and feedback
Discussion	<p>Werneth</p> <p>CN would like to have clarity of a clear message on Strategy for each region and how that fits into governance. How the trust can support the school, as Werneth School's make up is different to other schools within the trust.</p> <p>Whitehaven</p> <p>School is a large building, but currently at less than 50% capacity.</p> <p>Current prediction for end of school year is £275,000 deficit.</p> <p>Current Year 11 is smallest cohort the school has had, with 40 children leaving to go to new local school (from Year 9)</p> <p>Lost a lot of numbers, with 20 Year 7 places that weren't even 3rd choice.</p> <p>2/3 of school is closed due to old buildings.</p> <p>Grindon Hall</p> <p>Trust financial support needed to support building work.</p> <p>Haltwhistle</p> <p>Two Principals across the two schools (more cost effective to have one Principal).</p>
Action	Review Performance Management programme for all schools.
AGENDA ITEM 11	Training
Discussion	Members agreed the importance of providing support and guidance to the newly appointed Clerk to the ARC group through the provision of appropriate training.
Action	
AGENDA ITEM 12	Key actions for North Region
Discussion	RD asked all ARC members what they had taken away from the meeting today, and what were the key priorities to action.

Action

- Communication around strategic decisions made needs to be improved to ensure key people and schools across the Trust are kept up to date and informed.
- A clear and structured induction process must be implemented for all staff at all levels across the Trust and Trust schools.
- A clear post conversion process must be established for new academy's joining the Trust in order for new academy's and their staff to see and feel the difference of joining the Trust and know who to ask for support in the short term.
- Grindon Hall staff contracts need urgent alignment and revising.
- A regional communications and networking strategy is needed to provide a structure and opportunities for schools within the region to network.
- A regional QA process needs to be implemented to ensure the quality of reports produced within the hub are appropriate and of high quality.
- Drive Teams need to be established and functioning in all schools.
- A schedule of Drive Team training needs to be scheduled and implemented.
- A review of Trust capacity to support new schools is required.

There being no further business the meeting closed at 3.30pm

Appendix 1 – ARC group Action Tracker

(To be used for all ARC meetings)

Date:

Carried forward/pending actions		Who	When	Actual Impact (detail)	Completed (date) and by whom
1					
2					
3					
4					
5					
New actions		Who	When	Actual Impact (detail)	Completed (date) and by whom
1					
2					
3					
4					
5					

MINUTES of the ARC meeting

North Region

On 17th October

Signed by: _____ (Chair)

Date: _____

CONFIDENTIAL

MINUTES OF THE ARC MEETING PART 2

NB:

Highlight the following within the text.

Decision:

Action:

Question:

Date	Xxx at xxxam	
Venue		
Present:	Name	Role
Apologies:		
Absent:		
In attendance:		Note Taker

The meeting met/did not meet its quorum

AGENDA	Action Log
ITEM 1	
Discussion	
Action	
AGENDA	AOB
ITEM 2	
Discussion	
Action	

MINUTES of the ARC meeting

North Region

On 17th October

Signed by: _____ (Chair) Date: _____

AGENDA	Date of Next Meeting
ITEM 3	
Discussion	
Action	
Date and time of next meeting	Grindon Hall – 20 th February 2018

MINUTES of the ARC meeting

North Region

On 17th October

Signed by: _____ (Chair) Date: _____