

**MINUTES OF THE MEETING OF THE
HILLYFIELD PRIMARY ACADEMY
EXECUTIVE COMMITTEE
HELD ON THURSDAY 15 SEPTEMBER 2016 AT 18:00hrs
AT HILLYFIELD ON THE HILL**

Present:

Chair

Roger Pryce [RP]

Community Governor

Robert Markham [RM]

Parent Governor

Rebecca Lyons [RL]

Staff Governor

Anna Mackenzie, Headteacher (Voting) [AM]

Clerk to Committee

Victoria Mitchell [VM]

1. WELCOME AND APOLOGIES FOR ABSENCE

- 1.1 Chair Roger Pryce welcomed everyone to the meeting.
- 1.2 Apologies were received from Rohan Robinson. The meeting was quorate with four governors present.
- 1.3 It was noted that Anna Mackenzie, as the Headteacher, was now a voting governor.

2. DECLARATIONS OF INTEREST

- 2.1 None declared.

3. ELECTION OF OFFICERS

- 3.1 Election of Chair of the Executive Committee for the academic year 2016-17
The Clerk welcomed nominations for the position of Chair of the Executive Committee. Roger Pryce was the only nomination. This was seconded and governors then duly elected Roger Pryce as Chair of the Executive Committee.
- 3.2 Election of Vice-Chair of the Executive Committee for the academic year 2016-17
The Clerk welcomed nominations for the position of Vice-Chair of the Executive Committee. Robert Markham was the only nomination. This was seconded and governors then duly elected Robert Markham as Vice-Chair of the Executive Committee.

4. MINUTES

- 4.1 The meeting received the minutes of the Executive Committee meeting held on 3 March 2016. These were accepted as an accurate record save for one amendment – the top of the minutes incorrectly noted that the meeting took place on 10 March 2016 whereas it had in fact taken place on the 3 March 2016. It was agreed this date should be amended.

4.2 Matters arising from the minutes of 3 March 2016

4.2.1 It was noted the School Development Plan was an agenda item at this meeting.

4.3 The minutes of the Executive Committee meeting held on 3 March 2016 were then signed off by Chair Roger Pryce and placed on file at the school.

5. TERMS OF REFERENCE OF THE EXECUTIVE COMMITTEE

5.1 The committee received a document outlining its Terms Of Reference. AM stated that it was very difficult to find a model or a comparable terms of reference document from another school as many schools did not have an equivalent Executive Committee.

5.2 The Terms Of Reference document was read through by the committee members. The committee then took a vote and the Terms Of Reference of the Hillyfield Executive Committee were accepted by the committee.

5.3 Question: Should this be displayed on the school website?

Answer:

No, not until it is ratified by the Local Governing Body.

6. SCHOOL DEVELOPMENT PLAN 2016-17

6.1 AM circulated four documents that formed the School Development Plan. Each document set out one of the school's four priorities for academic year 2016-17.

6.2 AM explained that Hillyfield was in a uniquely challenging position this academic year as a result of the school expansion and the unprecedented number of new staff and therefore there were only four priorities this year. In the previous academic year there had been seven. The four key priorities this year would be:

(1) To further develop a robust and rigorous monitoring and evaluation system that secures excellence every day,

(2) Further raise the quality of teaching through delivery of high quality bespoke professional development and systematic team teaching,

(3) Secure the recruitment of high-quality teaching staff to ensure the ongoing delivery of outstanding teaching and learning,

(4) Further develop the monitoring and evaluation role of governors and their strategic guidance of the school.

6.3 Key priority: To further develop a robust and rigorous monitoring and evaluation system that secures excellence every day.

6.3.1 The Headteacher stated that in the previous academic year there had been three formal lesson observations per year per member of staff. This has now been changed and this year there would be a 10 minute learning walk per member of staff each week. This would be followed by a 10 minute feedback session. Staff would then be given a feedback form stating how they were performing. Learning support assistants would also have a 10 minute informal learning walk each week. The Headteacher stated that this change had been discussed with staff during the inset days and had been well received.

6.3.2 AM explained that senior staff carrying out the learning walks would carry a purple folder to signify to people working in the classroom that they are undertaking a learning walk. This would ensure staff do not feel they are constantly under scrutiny.

6.3.3 AM stated that the 10 minute learning works would always be carried out by a consistent member of the headship team. There would also be no judgement on the teaching taking place. The appraisal process would be based entirely on results and the data. This was well received by staff when explained to them.

6.3.4 Question: Will the 10 minute learning walks also apply to assistant heads?

Answer:

Yes it will apply to everyone except the Headteacher who is overseeing the process this year.

6.3.5 Question: Will this amount to a lot of leadership time devoted to these learning walks?

Answer:

No, we calculated that if all the headship team carry out these learning walks then each member would need to devote two and a half hours per week to undertaking the learning walks. This is a relatively small amount of time.

6.3.6 Question: Where will the learning walk paperwork be kept?

Answer:

One copy will be kept in the purple folder and one copy with the member of the headship team.

6.3.7 During the moderated trust inspection the school was told the children's books were not as good as they should be. Therefore every week the senior leadership team will look at the children's books to ensure this situation is improved.

6.3.8 Question: Will there be an end to the culture of pages being torn out of exercise books by teachers when the work presented is not good enough?

Answer:

This is not a culture advocated by the Headteacher and the Headteacher is shocked to hear it may have occurred. Good practice is for staff to cross through the work that isn't good enough and for the work to be redone. People looking back will then be able to see the improvement between the first version and the second version of the work. The Headteacher will remind staff that pages are not to be torn out of exercise books.

ACTION: Headteacher to remind staff of good practice and that they are not to rip pages out of children's exercise books.

6.4 Key priority: Further raise the quality of teaching through delivery of high quality bespoke professional development and systematic team teaching.

6.4.1 The Headteacher explained that a recent survey carried out with Hillyfield staff found that a significant percentage of teachers felt they did not have enough access to team training. There was also a significant percentage who didn't think there was enough access to bespoke training to meet their training needs. There was an incongruence between the schools expectation that teachers teach to a consistently high standard yet the training given to teachers had been below a consistently high standard. The Headteacher therefore stressed the importance of ensuring there was a high standard of personalised professional development for teachers at the school to meet their training needs.

6.4.2 The Headteacher proposed that deputy heads would undertake team teaching for one morning a week. This would give teachers a half day release time to undertake training. This would be personalised professional development so that training was aimed towards individual staff needs.

- 6.4.3 There would also be an accreditation introduced at Hillyfield for leaders. This would be delivered by Investors in People who would send a specialist to the school to carry out the accreditation. This would help with recruitment and retention of good staff.
- 6.4.4 Question: How does this dovetail into Hillyfield becoming a teaching school?
Answer:
 This is not the right time for Hillyfield to establish itself as a teaching school as the school has too many challenges this year. But it will help the school move towards that goal in the future.
- 6.4.5 Staff will also be given team teaching on pedagogy. At the next two inset days they will be taught that the important thing is what the pupils are learning in class and not what the teachers are doing. Staff will be taught to identify ways of knowing if the pupils are learning anything.
- 6.4.6 Question: Who will be responsible for the Heads of School development?
Answer:
 The Headteacher is responsible. Each half term AM sets them reading and this is discussed at the senior leadership team meetings. The reading focuses on their leadership.
- 6.4.7 Question: Who is responsible for the Headteacher's development?
Answer:
 The Headteacher has a coach who she sees every half term. There is also a set time each week that she sets aside for reading and research to develop herself and the school.
- 6.5 Key priority: Secure the recruitment of high-quality teaching staff to ensure the ongoing delivery of outstanding teaching and learning.
- 6.5.1 The Headteacher informed the meeting that the problems Hillyfield had encountered recruiting and retaining good quality teachers was mirrored across much of the primary school sector. Hillyfield had recruited 16 new teachers this academic year, an unprecedented number. Many had been recruited through agencies at a considerable cost.
- 6.5.2 REACh2 had carried out a visit to Australia to recruit teachers but this had not been successful for Hillyfield and only one teacher had been recruited from there. In addition many of the teachers REACh2 had recruited from Australia had not been observed teaching. This year there would be a focus on recruiting teachers from the Republic of Ireland as it was much cheaper for two senior leaders from the school to be sent there on a visit to observe teachers teaching with a view to recruitment. The former Hillyfield Head of School Matt O'Dowda, now a Headteacher in New Zealand, had also assisted Hillyfield by observing a potential new recruit teaching in New Zealand before she was appointed by Hillyfield. Matt O'Dowda may be hired to assist with further recruitments from New Zealand this term.
- 6.5.3 Question: Will the school be able to help people from the Republic of Ireland get satisfactory accommodation in London so that it isn't so daunting for new recruits coming to London for the first time?
Answer:
 Yes we will look into this.
- 6.5.4 The school had also struggled with staff retention as well as recruitment. Last academic year five newly qualified teachers had left the school. This was disappointing as much time and resources had been invested to develop them. There was therefore an idea to offer a £1,000 financial incentive to staff to stay at Hillyfield. The Headteacher had also learned

that other local schools were offering staff three-year contracts to staff. Hillyfield could offer three-year contracts to its good staff to aid retention.

6.5.5 One governor warned that offering three-year contracts to good staff could lead to a two-tier contract environment at the school with different staff on different contracts. There could be a danger of a clique being established.

6.5.6 Question: You are advising us that recruitment should start early in the academic year?

Answer:

Yes.

6.5.7 Question: You have written budget amounts on these key priority action plans - are these amounts set as yet?

Answer:

The School Business Manager is currently working towards setting these figures.

6.5.8 Question: How much was spent on fees to recruitment agencies last academic year?

Answer:

Approximately £28,000.

6.5.9 The Headteacher proposed that this academic year newly qualified teachers would get a full week induction at the school in the summer term. However they would not be paid over the summer holidays. Overseas teachers would be paid over the summer holidays as they would need to meet the costs of resettling.

6.5.10 Question: Would it be legal not to pay the newly qualified teachers?

Answer:

Yes this is legal because they are not qualified teachers until 1st September.

6.5.11 Question: Hillyfield appears to have no recruitment from the Institute of Education - why not?

Answer:

In the past we have rarely had any newly qualified teachers from there. However the school will investigate links with the Institute of Education again as they are typically very high calibre.

6.6 Key priority: Further develop the monitoring and evaluation role of governors and their strategic guidance of the school.

6.6.1 The fourth key priority was a governor action plan. AM explained this had been sent to all governors.

6.6.2 Question: How does this fit in with the vision of the governing body, its meetings, governor attendance and the overall look of the governing body in general that it was proposed AM would write for the start of this term?

Answer:

That vision will be written this term. It will include a review of the governor positions and governor responsibilities. It is important to ensure governors are part of the school and not just attending board and committee meetings.

6.6.3 The Chair stated that the Governor Action Plan should be adhered to by governors while they were waiting for the vision to be written. RL reminded the committee that there had been many meetings in the previous academic year that had been postponed or were inquorate due to poor attendance. RM, RL and AM would meet to discuss the vision in the

next week. AM stated that she was happy to meet with RM and RL after they had met together.

ACTION: Discussion to take place week beginning 18th September 2016 between RM, RL and AM on formulating a vision of the governing body and the role and attendance of governors.

7. GOVERNOR IMPACT REPORT 2015-16

7.1 A short discussion took place on a report outlining the impact of the school governing body in the previous academic year. This report was yet to be drafted. The committee agreed that the draft of the Governor Impact Report 2014-15 be located and used as a guide to writing last year's report.

ACTION 7.1.1: Governor Impact Report 2014-15 to be found and used to write the Governor Impact Report 2015-16.

ACTION 7.1.2: Governor Impact Report 2015-16 to be displayed on the school website when written.

8. DATE AND AGENDA ITEMS FOR FOLLOWING MEETINGS

8.1 The committee was informed that the next meeting of the Hillyfield Executive Committee will take place on Thursday 5 January 2017. Agenda items would be agreed.

8.2 It was agreed that the structure of Hillyfield committees and their memberships be an agenda item for decision at the full governing body meeting to be held on 20 October 2016.
ACTION: Agenda item for LGB on 20 October 2016.

9. ANY OTHER BUSINESS

9.1 SAT results

9.1.1 AM explained that the SAT results were lower than they needed to be last year. As a result of this a very detailed plan had been written with the senior leadership team to ensure the current Year 6 pupils were brought up to the required standard and were prepared for their transition to secondary school.

9.1.2 Deputy Head Daniel Rosser had been assigned to teaching the year six pupils each week. Conferencing would take place between children and teachers. The best learning support assistant in the school would be assigned to carry out interventions where necessary.

9.1.3 The Headteacher had also written a letter to parents to be sent out on Friday 16 September 2016 advising that all year six pupils should arrive at school for 08:30hrs. They would then be drilled in the basics as this had been one of their shortcomings in the SAT tests. This would be done in a relaxed environment and they would also have an opportunity to meet with the teacher on a one-to-one basis where necessary.

9.1.4 Question: Will this be compulsory?

Answer:

As an academy Hillyfield is able to set the start time for the day at 08:30hrs. However whether there needs to be consultation or not before implementation is currently a grey area. Therefore the letter will emphasise the positive impact of the 08:30hrs start for these pupils.

9.1.5 The Headteacher informed governors that many of these year six pupils were often in the playground from 08:30hrs waiting for school to start. Instead they could be in the classroom.

9.1.6 The Headteacher stated that this decision would be reviewed if there was low pupil attendance.

9.1.7 One governor expressed concern that only pupils from a certain demographic may be inclined to attend whereas pupils from other backgrounds may not. It was important to ensure all the year six pupils took these classes. AM stated that to this end she would meet with all the year six pupils to convince them that this was a positive move to benefit them.

9.1.8 The Headteacher stated that the school needed to ensure this action was taken to prevent an ongoing trend developing that may lead to an Ofsted inspection being triggered. Hillyfield's mission was "brilliance in every child" and the school would be doing these pupils a disservice if it did not take action to address the poor SATs results.

9.1.9 Question: Can a large copy of the letter be pasted on the noticeboard outside and a copy displayed on the school website to ensure everyone is informed?

Answer:

Yes.

9.2 School Library

9.2.1 One governor asked for a school library to be established. The governor stated that she had 400 sheets of paper collated that she wished to discuss with the Headteacher on the subject. The Headteacher agreed to meet the governor.

ACTION: AM to meet RL to discuss the possible establishment of a school library.

9.3 This brought discussions to a close and the meeting ended.

The meeting closed at 20:00hrs.

Print:

Signed:

Date: