

MELA – Headteacher Executive Committee Meeting
Priestfields Stadium, 17th January 2018 : Start: 9.00 am – Finish: 3.30 pm

1. Welcome and Apologies

In Attendance:

- Alex Moir (Chair)
- Gavin Edwards (Vice Chair)
- Angela Sandow
- Anna Pattenden
- Christine Easton
- Davinder Jandu
- Gisele Johnson
- Steve Geary
- Sophie Hill
- Nickie Forrest
- Heidi Barton (9.40 am)
- Tara Deevoy (9.35 am)

Apologies:

- Paul Dadson
 - Nic Fiddaman

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2. Minutes

- Previous Minutes (From Meeting at Luton Juniors). Page 2 (NAHT) typo error.
- Minutes agreed and will go on website.

3. Matters Arising

- Emails – still an ongoing problem
- Work with Ocelot – DJ, AM and GE met with Ocelot to clear misunderstanding of Ocelot's perception – issues around sponsorship came up. Discussion around a one-stop shop where MELA schools get a discount or if Ocelot made profit then money to go back to schools.
- Issues of SIB and key messages – way in which the SIB is presented. Freddie sent an apology. A number of schools have had warning letters and fines? – Andrew Mackness said he would look into this.
- Way forward was Ocelot would look at tone of SIB and correspondence. CE asked where do school improvements sit?

4. Updates from the Chair (AM)

First Learning & Development Sub Group meeting Medway Education Partnership Group.

Reps from MELA,

Ian Sutherland, Director of Child and Adult Services

Simon Cook, Mid Kent College

Kim Gunn, Chair of Secondary Headteachers group

Elliott from Williamson Trust

Tina Lovey CEO, Rivermead Inclusive Trust

Counsellor Potter - Chair.

Ian Sutherland led the meeting. Changes to be made to diagram before being sent out to schools – one thing was missing was schools. Talked through exclusion rates/outcomes for children/draft strategy and terms of reference. Also talked about school performance and what's going well in terms of Key Stages. Brief overview of some Ofsted headlines. Next meeting is end of Spring – March time. Adult Education confirmed

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every year they give money back to the Government as underspend. Simon Cook / Rebecca Smith spoke about preparation of data / what came out of the launch event.

Not just academic data but want to look at soft data such as exclusion rates/deprivation/financials (don't need precise details) – whether schools full/mobility rates. Secondary/Higher colleagues keen – looking at Medway as a whole not just KS1/2 results. Davinder suggested working in Zones, talking about data and sharing of data.

In the past this hasn't happened – it's important to address the reasoning and iron out any previous bad stigma around sharing of data. Alex would appreciate clarity of what's in the public domain. Alex asked whether this could be discussed at the next Zone meetings – need to be clear all data will be used for positive outcomes and school support. All data and not one year group.

Alex has sent emails to the two new Heads of Schools – Sarah Edwards (Gordon) and Faye Rider (Fairview) to offer MELA's support and assurance that there are people to help in their new role.

5. Succession Planning, Chair and Vice Chair (AM)

Alex – MELAs original agreement was everyone will do 6 months as Chair, with the next person to Chair at the end of 6 months would be the previous Vice Chair. Every Zone will be represented by a Chair for 6 months period. This means if all happy and in agreement Vice Chair Gavin will move to the position of Chair – all voted in favour. Vice Chair will need to be either Zone 1 or Zone 4 (as the remaining unrepresented zones) up until the end of the academic year – taking on position as Chair from September 2018. All voted in favour of Steve (zone 4) acting as Vice Chair. Angela said at present their main focus is to concentrate on their Zone and building up the group so that they would be in a position to field a vice chair in September 2018.-

– Angela agreed come September Zone 1 will be in a much better position to do so.

6. Wendy Vincent, Head of integrated 0-25 disability services

Wendy Vincent shared her background as an Occupational Therapist working with Special Education & Needs. Worked mainly as Head of SEN & Children's Services in Bexley before joining Medway in July. Initially started to manage Special Education Needs & Educational Psychology Team and also Physical & Support Team.

WV then outlined plans for the service - Early help are being spread into 4 hubs around Medway Children Centres. There will be 98 members of staff who will be managing and providing all services for any Child with a Special Education need or disability, covering all Social Care & Education exception of health. There will also be no occupational therapy services, although a close link to this health service. The job is to integrate teams together – parents will be told what team to contact for the needs of their child. Alex will check what hubs will be linked to which schools.

At the moment Safeguarding Social Workers are loosely linked to the 4 areas with Disability Team working across the geographical areas – re structure would mean they work from the 4 hubs.

WV then outlined SEN Strategy direction between 2016-2020 - includes 4 priorities - inclusion, bringing young people out of the area back into Medway provision, fair funding and offer for post 16 students. Medway has 36% with children on EHCP in main stream schools. The National percentage is 48%, resulting in Medway sitting 122nd. The rest of children would be placed in Special Schools or provisions attached to schools.

Tara asked about the outcomes from the pilot project last year to keep pupils heading towards EHCP in main stream schools. 4 schools were given extra funding money last year would be interesting to see if this project was successful or not, to inform the issue of levels and placement of pupils with EHCP

WV outlined the main issue - Bulk of children hit Year 7 – cope well through Primary years with high quality inclusive provision and then it becomes apparent in Year 7 that there is a problem. Parent Forum has raised this as a big issue. It was asked that they think about models of practice from other areas how the transition works and good transition practice protocol.

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Alex said there needs to be a greater ~~understanding in work on transition with~~ secondary schools of what is needed to support those vulnerable children. Recommendation is always try to stay in school – Primary needs that level of support. In Wendy's experience some pupils don't last a week when moving to Secondary.

Code of Practice – every child taught in local mainstream school. That's the challenge, how can this be achieved? Alex said raising KS2 standards and outcomes is a priority – ~~some~~ schools are under pressure to ~~do anything to get these~~ results and inclusive practice does not always align with this priority.

WV stated that a working group is about to be set up, invites to be sent out to people initially to those with interest. Going to be a 4 month project, hoping at the end to have an inclusion strategy.

Several MELA representatives questioned the practice of the SEN team in agreeing additional funding for schools to support inclusive practice and the fact that this is so variable and time scales are so slow. WV agreed to look into ~~huge~~ delays and holding back of funds. –W~~Wendy~~ said it's not normally a long turn around e.g. if agreed January should receive before end of half term – will look into applications.

WV gave some feedback regarding the SEND inspection – local area inspection set up by the DFE and Ofsted and Care Quality Commission – Health CCG. Implemented inspections, May 2016 done around 40 inspections. DFE wanted to ask how well is the Code of Practice and what impact it is having, good examples of practice. Schools, Health services, CAMHS, GPS - asked 3 main questions how effectively local area identify, how access and provide for these children, what impact you are having. Also looked at leadership across the area and safeguarding. You get 5 ~~days notice~~ days' notice, team of 6 do the inspection – normally 2 Ofsted, 2 CCG and 2 moderators/observers. They spend 2 days in LA meetings doing focus groups. They choose schools and mix between mainstream and Children's Centres. They speak to parents, leaders and children in schools. In the report Wendy confirmed no safeguarding concerns were raised at all. –The letter will formally be published on the DFE website – areas of strength/ development across the local areas. Expecting the letter to be published around the half term. Wendy had a draft letter which she was unable to share due to confidentiality but was able to loosely say that there are 2 outcomes that can come from a visit. One being, –~~!~~ they were happy and here are the areas of strengths and weaknesses. Or they could say here are some weaknesses and here they would ask that you write a statement or a letter on how you would go about addressing these weaknesses. You need to reply within a certain period of time from when letter is published and issued on the DFE website. You will then be put into a monitoring period of normally 1 year.

At the end of the year DFE / NHS England will report back to say they were either confident with what was put into place – or they could extend the period of scrutiny/support. Some basic scenarios/points relating to no particular report could be – although fix term permanent exclusion is too high, children felt safe and supported in school, parents generally happy with support. Some Head Teachers don't realise their responsibility and position. Schools doing well – good quality / special schools typically meeting needs of children and overall school is improving. Absence rates are too high.

W~~V~~ stated she is very keen to be invited to schools to have a look around, if anyone has a problem please feel free to call – don't need to wait for a meeting.

2 key messages to take back to zones – SEND Code of Practice and re visit what grounds can or can't accept with plan. Get head around funding – surprised about the amount who don't know how SEN is funded. Maybe they are not being clear enough, in which case let Wendy know.

7. Kim Gunn, Chair of MSHA

Kim introduced herself as Chair of MSHA. –Explained how there are 17 secondary schools in Medway. They meet on a termly basis always on the first Friday at 8 am. All schools are in attendance if one can't make they always send a representative in place. Agenda items are pulled together through emails sent around to all Heads. Ian Sutherland is invited to all meetings but Kim said she has struggled in the past to get Ian to attend meetings and since inviting Ian has only attended two. ~~Once Ian brought along Mackness and once attended on his own.~~ –Kim said she would really welcome being involved in meetings to get a good insight.

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~~Alex said part of today's meeting was to define the Learning Development and a good opportunity for everyone to be in the same room. MSHA do many things collectively – where improvements have been made it's been through working together – no LA involvement. Some work on various projects together.~~

Julia Harris is attending their next meeting as MSHA would like further information on what they are getting for their money. They pay an additional £1.55 per staff member and would like to know what they do for that as the staff pay their Union subscriptions, so what's the top up used for? Alex asked what MELA as a group could do to as help to them as a group, or whether anything frustrates them about Primary. Kim said the biggest thing is transition day. This is the first Thursday in July – one full day only (Thursday 5th July) – but will email Alex to confirm this date. Kim said she would be more than happy to come to future section meetings and happy for collaboration. If all could work together this would be beneficial – as only the children can benefit. Kim will contact Ian Sutherland's secretary and try to arrange for him to join their next meeting and will also message Alex to confirm transition date of 5th July.

8. Ocelot. Freddy – Roles in Contributing to School Improvement

Freddy arrived late due to confusion of his given meeting time, but was able to give update. Gave brief overview - Ocelot was formed transfer of trader services. Set up on 2nd October with bid to improve communication to schools, quality and value of money in schools received from Council. Ocelot has taken over a number of services from the Council – Governance Services (Anne Robinson), Catering, Cleaning & Waste – with a view to taking on more services and refining them, giving a better value. Marketing has been done and will go out this Friday. Last couple additions of the SIB were quite negative with harsh tone such as attending courses you will be charged, which was unnecessary. Ocelot was set up to improve communication and if you couldn't make a course their view was you shouldn't be charged for such. SIB in process of talking to a developer about a brand new communication system. ~~The old online School-Schools Forum~~ was a good system but a little dated, so trying to bring the idea back but more flexible system. Freddy said they are keen to get communication out to schools in a positive, helpful manner. Key note talks around some big purchases such as waste. Using one company for general, feminine, confidential, ink cartridges etc and trying to make a 'one stop shop' and get a better deal. Also Energy providers – grouping together same with IT and networks. One of Ocelot's Managing Directors will be meeting today around printers and photocopiers. Ocelot are keen to work with MELA to take Medway forward. –Another idea that has been discussed is the possibility of getting a reduction/deal when signing up to a number of classes. Ocelot are talking to some providers at present to arrange deals i.e booking a number of places on a course and getting some free.

Wanting to give something back to schools It was agreed by MELA that for schools to get the maximum benefit it would be a good idea when purchasing courses they get some free for a later date or even a different course, as schools would find it hard for all their teachers to be on a course at the same time to gain the benefit – paying out on teaching cover. Ocelot has met with Red Bullet – who have done website and graphics but also system developers. ~~— Ian Price – Managing Director and Jatinder Kanwal – Head of Operations.~~

9. Caroline Webber - Early Years team.

Caroline Webber – now set up as Medway Early Years Limited, has set up a started business company with some colleagues. Working across Medway with more than ¾ of schools with Early Years in them. Main aim is to focus on Medway practice, schools and Practitioners. Proposing a Year 1 transition package looking at environment / ~~#red#ion#transition~~. Schools that are in package will be launching from April.

Exploring a bolt on package with Speech & Language ~~for EL focus development package~~, which will be small with a relatively low cost to go alongside to support staff. Main aim is not to over stretch – but to create a strong business and actual vision, set up a charitable organization, which will get funding for parents/children across Medway for schools in readiness.

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Currently running behind on the organisational side as very busy in December due to lateness of transition staff. No complete web page, contact information etc – but will have all this shortly. Currently 5 people in team based at Broadside, but business address is Brompton Westbrook Primary School. -Also use two training rooms at Bligh, briefings are held at Brompton Westbrook Community Hall.

Has partnership with Children's Therapy and Health Visitors, as well as Early Help – now links with Social Care. Wondered about facilitating for schools (not in package) Leadership Days, bringing forward partners to MELA. Link between schools and Medway are ~~getting large~~ improving – not sure if ~~she has~~ have vehicles for Heads & Seniors Leaders coming together but she has the link and working with schools could facilitate early years partnership briefings.

Medway purchased back 1) business working with Public Health Team to help eat better start better, 2) allocated responsibility work Nicky ~~Lloyd~~ Senior Practitioner to set up new social workers for early help. This will be at the beginning of April.

Role of Senior Social Worker needs developing, but to do this need feedback from schools. Would like to get job description and interview right so would be grateful if she could be allocated an agenda item as soon as possible at Zone meetings.

Caroline will send Natalie further information about the new arrangements of the Early Years Team – this will be added to the minutes in due course.

10. DASCO

Heather (Chair) and Maggie (Director) presented.

Membership – Primary 33 / 1 Special - £4 per pupil. All schools bar 1 – which is part of the Leighe Academy Trust. Every other Primary school is a member in Dartford. Did have 7 secondaries, but over time evolved into Primary.

Done on January PAN – Administrator sends out details and send money linked to that membership agreement.

Slides from Presentation:

Journey from

Cluster Groups – DASCo

LCSP – LCTB – CYPB

Joined up working:

- Troubled families
- Safeguarding
- Public health
- Police

Evolution of DASCo

- It is considered important that both primary and secondary are resented on the ELC board
- To maximize the life chances of our young people
- This will be achieved by taking on the collective role of a Teaching Alliance:
- To identify, develop and co-ordinate expertise through effective collaboration;
- To provide high quality professional development focused on school priorities;
- To develop networks both within and beyond DASCO .

Kent Association of Heads

Work as executive board level across Kent – 4 areas, representatives sit on each board

Tony Smith from Dartford - works as a consultant for Kent Association of Head Teachers, good contact consultant.

Vision re visited in June, wanted opportunity for members – re visitation of our expectations of principles:

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All members will contribute to an environment which develops:

- Trust
- Accountability
- Inclusion
- Challenge
- Integrity
- Respect and commitment.

It was asked whether DASCo find any conflict with Teaching Schools but Heather replied that there are no Teaching Schools in Darford. They have tried to apply but not successful as couldn't show enough impact made on school to school support.

Strategic Intents

- See attachment (Attachment 3) – Trustees DASCo
- School to school support
- S2SIG identifies schools would benefit from a diagnostic peer review
- Schools offer s2s support through commission and/or paired action
- Promote the roles of SLEs KLES LLES NLES AND NLGS to provide school to school support to ensure that suitability accredited staff are available for commission to meet local needs
- Key to all is developing the roles of SLEs as heads don't have a lot of time, from a review if work is to be done that's when we need to call in other people so in DASCo looking to increase the bank of SLEs.

Identifying and developing leadership potential

- Develop current Head teachers – LLE/KLE
- Develop future Head teachers – SLE development
- Develop effective middle leadership and share best practice
- Build strategic governance to enhance leadership and management
- MI maths hub now developed.
- Strategic governance work done with them was on MAT development – can offer bespoke training, an area that needs a lot of work.
- School led ITT
- Need to do through Thames Teaching Alliance. Have working party – 4 heads a part of this. Got advert, spec, description, pay agreed. Youngsters want to work / train as teachers route through. Head teachers briefing on 24th – representative employers develop teaching apprenticeships.
- Ensure all DASCO schools are actively engaged in the recruitment section and training of trainee teachers
- —Contribute to high quality professional development opportunities.

Develop a programme of CPD to address our key needs and significant curriculum development:

- Literacy (maths)
- EHWB Primary Solihull approach
- EYFS developing the best environment (ECERS)
- Inclusion – evidencing impact and effective deployment
- Conferences and briefing

Research and development

- Institute of education
- CCU
- Imperial college
- —KCC

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Build a sustainable structure that is valued by DASCO members
CIO is established and run effectively by the Trustees for the benefit and with the involvement of members

Can now operate only bank account. Employed business administrator. Can now charge events. Can employ staff. Have a registered address. Enter into contracts on behalf of its members.

Charge good rate for CPD – as well as a lot cheaper than going to London. Advantage local is schools can work together.

Big disadvantage – have to pay VAT.

Challenges

- Sustainability
- Maintaining strong relationships with change of Heads
- Effective communication
- Managing progression – links to secondary's

Advice - Keep register of engagement.

If MELA want to go to any events more than welcome – opportunity for our heads/leaders to talk to people off the patch.

New website launched soon. Old one is there and calendar is accurate.

10. Rebecca Smith, School Improvement Lead

~~Rebecca Smith / Kevin Smart introduced themselves. Attachments were passed around (Attachment 1 and 2 – see attached).~~

~~Document shared that Referring to table bottom of Page 1 – showing where they think they can bring influence and clarity – where there is a cross over and where their steering influence is. Next area start to get better merge of influence MELA and LA. Now zones are organized and considering holding on to zone data – actions need to come out of zone collaborative work and all need to work together. Need to get concept through to everyone that the data is not being used against the school. Before Previously was perception was that attempts to collect data was to use political and used against schools. Maybe once or twice but they stuck around and tainted whole idea.~~

Collaborative ~~FFI~~ school Zone reports – can't select schools in the report but possibly be able to mock something up for few schools. These findings would be anonymous. This could be a problem because if there is a school with strengths how can that school be identified. Need to explain to Zones that we are looking at Zone data and move forward from any previous mistrust. Alex asked if we could have a blank template and actually take to the next Zone meetings and get authorisation to share data – this would be helpful. The signatures can then be ready to bring back to the ~~next~~ February MELA meeting.

~~Findings of Local Government report in December, 9 key aspects for Local Authorities to think about – how going to respond and make sense locally. Blue boxes indicate key conditions and white boxes are how the local authority helps these conditions and how Medway has responded. Compare to the rest of the Region – Medway is ahead of the game. Against key aspects lots of key things are in place.~~

~~Bottom 3 boxes on Page 3 – at each level how do we see ourselves working – role for us. Doing first one now working together, alongside (no dominance or authority there). They work at Medway LA level and the strategic partnership with MELA being a key part of the role.~~

~~Page 4 – example of roles in action. Local Area Joint CPD Offer overview. Needs to be in one central place. Put on Excel spreadsheet as it currently stands. Their suggestion would be going on MELA website – gives clear vision of what is on offer, who is delivering, when, the provider and easy to follow link to book training.~~

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~~-Doesn't include Ocelot as they are not providing the vehicle to purchase or publish-~~

Courses advertised by Teaching Schools - when joined all the courses together could see there were some duplications. NPQSL was duplicated by Teaching Schools. Kevin/Rebecca viewed all data that came in, then analysed what was being offered – put to common framework and valued it. ~~-Found that it needed a neutral analyst to spot any red flags-~~

Kevin/Rebecca will provide with a template to take to zones.

11. Finance Update (Gavin Evansdwards)

~~Please see attachment (Attachment 4)-~~ Gavin presented the Finance update. £4,500 was spent on the Launch event – leaving a total of £10,500 in the account. Gavin said he was no longer able to hold the cash in the account and would need to write a cheque and pass over before school coverts from LA school in a couple of weeks. ~~The cheque would need to be cashed in a LA school.~~ Steve said they have no intention to change within the next 8 months – all voted and agreed for ~~HorstedSteve~~ to hold the cash in their school account. Gavin will send cheque – and advise Steve what code to use ~~as it was a gift for reporting purposes.~~

At the meeting on 9th February a decision will need to be made as to whether to start requesting money from schools. However, schools will need to have a clear idea of what they are getting. ~~—A date for a summer conference will also need to be discussed at the next MELA meeting on 9th February.~~

12. Other Agenda Items

Next Meeting

February 9th
Priestfields
9.00 am to 1.00 pm

13. 15.15 Finish