

# Diocese of Gloucester Academies Trust

## Report to the Trust Board

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**February 2019**

## Outcomes for Children / School effectiveness – Helen Springett (Item 3)

### DGAT Data Overview - All Trust Schools Autumn Term 2018

| Key Stage1                | Phonic Screening Check % attaining 2017 | Phonic Screening Check % attaining 2018 | Reading Check 2019 | Proportion of pupils attaining Expected standard at the end of EYFS | National % of Pupils attaining Phonic screening check | PP No of Ch and % attaining Phonic Screening 2017 | PP No of Ch and % attaining Phonic Screening 2018 | Reading Check 2019 | Proportion of PP pupils attaining expected standard at the end of EYFS | National % of PP achieving Phonic screening check 2018 by end of Year 2 |
|---------------------------|---|---|--------------------|---|---|---|---|--------------------|--|---|
| <b>Yr 1</b><br>527 pupils | 84%<br>315/376                          | 87%<br>460/531                          | 82%<br>433/527     | 81%<br>426/531  | <b>83%</b>  | 69%<br>24/35                                      | 67%<br>39/58                                      | 61%<br>37/61       | 64%<br>39/61   | <b>70%</b>  |

| Year 2<br>Pupils<br>532 pupils | Expected       |                |                 |                |               | Greater Depth  |                |                |                |               | Disadvantage Expected |              |              |              |               | Disadvantaged Greater Depth |               |              |              |               |
|--------------------------------|----------------|----------------|-----------------|----------------|---------------|----------------|----------------|----------------|----------------|---------------|-----------------------|--------------|--------------|--------------|---------------|-----------------------------|---------------|--------------|--------------|---------------|
|                                | Trust 2017     | Trust 2018     | Trust 2018      | End of EYFS    | National 2018 | Trust 2017     | Trust 2018     | Trust 2018     | End of EYFS    | National 2018 | Trust 2017            | Trust 2018   | Trust 2018   | End of EYFS  | National 2018 | Trust 2017                  | Trust 2018    | Trust 2018   | End of EYFS  | National 2018 |
| <b>Reading</b>                 | 82%<br>287/349 | 81%<br>416/512 | 58%<br>306/532  | 80%<br>425/532 | <b>75%</b>    | 30%<br>106/349 | 29%<br>150/512 | 21%<br>109/532 | 25%<br>131/532 | <b>26%</b>    | 70%<br>30/43          | 75%<br>56/75 | 49%<br>29/59 | 68%<br>40/59 | N/A           | 14%<br>6/43                 | 24%<br>18/75% | 20%<br>12/59 | 20%<br>12/59 | N/A           |
| <b>Writing</b>                 | 72%<br>252/349 | 75%<br>383/512 | 58%<br>3017/532 | 76%<br>404/532 | <b>70%</b>    | 18%<br>62/349  | 19%<br>96/512  | 10%<br>51/532  | 12%<br>64/532  | <b>16%</b>    | 51%<br>22/43          | 63%<br>47/75 | 46%<br>27/59 | 66%<br>39/59 | N/A           | 5%<br>2/43                  | 15%<br>11/75  | 9%<br>5/59   | 12%<br>7/59  | N/A           |
| <b>Maths</b>                   | 77%<br>269/349 | 81%<br>417/512 | 64%<br>338/532  | 81%<br>430/532 | <b>76%</b>    | 25%<br>86/349  | 25%<br>127/512 | 13%<br>67/532  | 21%<br>109/532 | <b>22%</b>    | 58%<br>25/43          | 69%<br>52/75 | 56%<br>33/59 | 70%<br>41/59 | N/A           | 9%<br>4/43                  | 20%<br>15/75  | 14%<br>8/59  | 20%<br>12/59 | N/A           |
| <b>Combined RWM</b>            | 69%<br>240/349 | 70%<br>357/512 | 46%<br>242/532  | N/A            | N/A           | 11%<br>37/349  | 13%<br>67/512  | 6%<br>31/532   | N/A            | N/A           | 47%<br>20/43          | 57%<br>43/75 | 41%<br>24/59 | N/A          | N/A           | 0%<br>8/75                  | 10%<br>4/59   | 7%<br>4/59   | N/A          | N/A           |

| Year 6<br>Pupils<br>410 pupils | Expected       |                |                              |                |               | Greater Depth |                |               |                |               | Disadvantage Expected |              |              |                |               | Disadvantaged Greater Depth |              |            |              |               |
|--------------------------------|----------------|----------------|------------------------------|----------------|---------------|---------------|----------------|---------------|----------------|---------------|-----------------------|--------------|--------------|----------------|---------------|-----------------------------|--------------|------------|--------------|---------------|
|                                | Trust 2017     | Trust 2018     | Trust 2018                   | End KS1        | National 2018 | Trust 2017    | Trust 2018     | Trust 2018    | End KS1        | National 2018 | Trust 2017            | Trust 2018   | Trust 2018   | End KS1        | National 2018 | Trust 2017                  | Trust 2018   | Trust 2018 | End KS1      | National 2018 |
| <b>Reading</b>                 | 75%<br>237/317 | 76%<br>278/366 | 79%<br>326/410               | 80%<br>327/410 | <b>75%</b>    | 30%<br>95/317 | 31%<br>115/366 | 16%<br>64/410 | 36%<br>146/410 | N/A           | 57%<br>26/45          | 51%<br>35/69 | 73%<br>53/73 | 68.5%<br>50/73 | N/A           | 22%<br>10/45                | 16%<br>11/69 | 7%<br>5/73 | 21%<br>15/73 | N/A           |
| <b>Writing</b>                 | 80%<br>255/317 | 81%<br>297/366 | 73%<br>301/410               | 71%<br>292/410 | <b>78%</b>    | 13%<br>40/317 | 21%<br>77/366  | 9%<br>35/410  | 21%<br>85/410  | N/A           | 71%<br>32/45          | 65%<br>45/69 | 59%<br>43/73 | 58%<br>42/73   | N/A           | 7%<br>3/45                  | 9%<br>6/69   | 3%<br>2/73 | 7%<br>5/73   | N/A           |
| <b>EGPS</b>                    | 74%<br>234/317 | 75%<br>275/366 | N/A                          | N/A            | <b>78%</b>    | 24%<br>77/317 | 26%<br>94/366  | N/A           | N/A            | N/A           | 64%<br>29/45          | 52%<br>36/69 | N/A          | N/A            | N/A           | 18%<br>8/45                 | 12%<br>8/69  | N/A        | N/A          | N/A           |
| <b>Maths</b>                   | 74%<br>233/317 | 74%<br>271/366 | 80%<br>327/410               | 79%<br>324/410 | <b>76%</b>    | 21%<br>68/317 | 20%<br>73/366  | 12%<br>48/410 | 25%<br>103/410 | N/A           | 60%<br>27/45          | 49%<br>34/69 | 66%<br>48/73 | 66%<br>48/73   | N/A           | 11%<br>5/45                 | 10%<br>7/69  | 7%<br>5/73 | 15%<br>11/73 | N/A           |
| <b>Combined RWM</b>            | 62%<br>196/317 | 64%<br>237/366 | <b>69%</b><br><b>285/410</b> | N/A            | <b>64%</b>    | 7%<br>N/A     | N/A            | 5%<br>22/410  | N/A            | N/A           | 44%<br>20/45          | 36%<br>25/69 | 52%<br>38/73 | N/A            | N/A           | 4%<br>2/45                  | N/A          | 1%<br>1/73 | N/A          | N/A           |



## Academies Overview Key

| Key            |  |
|----------------|--|
| <b>B</b>       | Below                                      |
| <b>Ab</b>      | Above                                      |
| <b>Av</b>      | Average                                    |
| <b>Sig Ab</b>  | Significantly Above                        |
| <b>1</b>       | outstanding                                |
| <b>2</b>       | Good                                       |
| <b>RI</b>      | Requires Improvement                       |
| <b>SM</b>      | Special Measures                           |
| <b>VC</b>      | Voluntary Controlled                       |
| <b>VA</b>      | Voluntary Aided                            |
| <b>PDBandW</b> | Personal Development Behaviour and Welfare |
| <b>MIS</b>     | Management Information System              |
| <b>SAR</b>     | Subject Access Request                     |
|                | Good                                       |
|                | Warning                                    |
|                | Concern                                    |

### Exclusions as of 28.1.19 - This is reduced if compared with 2017 data.

|      | No. of Schools excluding | No. Fixed Term exclusions | No. Permanent exclusions | No. pupils involved | Type of offence – brief details                                       | Repeat offence?      | How many days this year?                                |
|------|--------------------------|---------------------------|--------------------------|---------------------|---|----------------------|---|
| 2018 | 6                        | 11                        | 0                        | 9                   | Violence towards staff and pupils and persistent disruptive behaviour | Yes except one case. | 19.5  |
| 2017 | 6                        | 15                        | 1 overturned             | 10                  | Violence towards staff and pupils and persistent disruptive behaviour | Yes except one case. | 40.5 days (over half a term teaching and learning lost) |

## **Pupil Premium**

Trust champions met on 24<sup>th</sup> January at Coaley CE Primary School to identify successful practices in supporting PP pupils especially those in EYFS. This was a good session identifying what was working well and what the next steps were to try to close the gap in 2019 and future years for our disadvantaged pupils. The next review was launched and will be completed by trust champions by the end of the spring term. The focus of this review will be on EYFS and Pupil Premium pupils. This review is being co-ordinated by Aisling Stranack Pupil Premium Trust Champion.

## **Website Audit**

Our Teaching and Learning Consultant has completed an audit of every school's website. There are a number of issues that need to be addressed including some inconsistencies. All schools had their values and ethos statement clearly displayed, similarly with curriculum statements, admission arrangements and Ofsted links. Main areas for improvement were the inclusion of pupil premium, sport premium report and SEND reports. There were inconsistencies in governors' information and this now needs to be agreed as a trust so that for every school the same information is contained.

## **St Matthews - Conversion audit**

This was undertaken on 22<sup>nd</sup> January by HOSI and Teaching and Learning Consultant. The Head of New Business also attended this session.

The HT has been signed off sick since the beginning of the academic term. In her absence the seconded DHT is leading the school with support from a consultant HT from a neighbouring school.

There are a number of concerns that will need to be addressed when the school joins the trust.

- Safeguarding - new systems and processes will need to be put into place.
- Quality of Leadership - significant challenges for the school. Leadership at all levels will need addressing. Review of Governance and PP occurred in 2018 in response to the Ofsted in 2018.
- Outcomes for pupils - aspiration and outcomes over the last few years have historically been too low. Early indications for summer 2019 data reinforce this picture. SENDCO leaves at the end of the term and will need to be reviewed upon conversion.
- Teaching and Learning - mixed picture of quality, but commitment to improve is good and staff were responsive in conversations held. Mastery for maths is new. New approach for teaching writing needs to be in place and curriculum overall needs to be considered.
- Pupils are polite and courteous but need to develop greater independence in learning so that they take responsibility for their own learning.
- EYFS needs work in all areas.

## **Focus of school improvement visits Spring Term - 2019**

Schools judged to be vulnerable are in receipt of additional support. This includes. Whiteshill, Fieldcourt, North Cerney and Dursley. North Cerney have a RAP in place and regular half termly review meetings with RAP Governor to check on progress. These schools get weekly support from Teaching and Learning Consultant as well.

Schools judged to be in SM are in receipt of additional visits and support from HOSI. This will include conducting RAP review as well as teaching and learning walks , leadership support and challenge and work scrutinies.

For all other schools this term visits will focus around safeguarding and ensuring compliance, as well as learning walks and work scrutinies to look at specific aspects of schools' work.

### **Quality of teaching and learning**

Additional support for teachers has been put into place this term in the form of a 'teach meet'. This was well received by the 35 teachers and teaching assistants who attended the first teach meet at Fieldcourt Infant CE Primary School. The first session looked at how to use continuous provision across the school and not just in EYFS. It was good to have first-hand experience from Fieldcourt Infant and St John's to explain how to use it.

To shift teaching and learning further forward, the next teach meet will focus on teachers involved in action research feeding back their learning and experiences.

Inset Date on 25.2.19 will focus on Maths and identification of the key aspects of teaching that they have identified. This will be led by Louise Hoskyns-Staples. She is a lecturer at the University of Worcester and advises and writes for Standards and Testing Agency.

As part of our work to address standards in maths across the trust, Steve Lomax, GLOW maths lead, is attending the HT meeting to address the issues with progress in maths. Issues identified include mixed-age classes and the challenge for most able pupils.

We have secured the services of an Educational Psychologist (EP) to lead a trust SENDCo cluster which will help ensure that our most vulnerable pupils are given the best quality support. The EP will also lead training for TAs across the trust. This will ensure best quality support is in all our schools.

HOSI, Teaching and Learning Consultant and 8 schools attended Statutory Inspection of Anglican and Methodist Schools training on 17.1.19. This will ensure that schools are fully prepared for the demands of the new framework.

### **Future Leadership**

Six trust leaders have successfully applied and been accepted onto the CEPQH course. This programme will commence in March 2019. This course will enable our leaders to grow and develop whilst placing the Christian message at the heart of their leadership. This is vital if we are to ensure strong leadership succession for our trust moving forward.

## **4. VISION, ETHOS AND GROWTH STRATEGY - Rachel Howie (Item 4)**

### **Growth strategy and small schools**

The commercial and moral imperative around taking in the smallest of schools in the Diocese has been a topic of discussion for both this board and the Diocesan Board of Education (DBE). The DBE acknowledges that some very small schools that may present as being keen to join / be sponsored by the Trust may not be commercially viable at the time of conversion. Notwithstanding that, commercially, savings can be made via alternative models of leadership and other economies of scale the DBE recognise that this poses a dilemma for the Trust and will not be a sustainable commercial position. The DBE have requested some further information on the implications for central services and the Trust financial position as a result of such schools joining the Trust. This is being prepared for their next meeting.

In the Trust Strategic Plan 2017-2020 (attached) the aim was to have 19-20 academies by the end of the academic year 2018/19. This target will not be achieved, and the Trust will have 17 academies by this date.

Consequently and pursuant to other issues that have been raised, for example the issue of GAG pooling, the plan needs revisiting and revising, with new financial modelling to underpin the strategy. It is recommended that this work be completed as a basis for discussion at the next full board meeting, with input from the audit and finance committee.

### **Values and visioning process update**

The morning of the Trust-wide INSET day, held at All Saints Academy, Cheltenham on 25 February, focussed on developing some core principles with all teachers. It was a very successful morning, led by Andy Wolfe from the National Church of England. The next steps are:

- to repeat part of the INSET day with teaching assistants and office staff
- to regroup with Headteachers, Trustees and chairs of governors to pull all the work undertaken thus far together and clearly articulate who we are and what we stand for. A date will be circulated as a matter of urgency.

### **New business**

St Matthew's CofE Primary school has recently been judged to require Special Measures and has received an Academy Order. A decision about it being sponsored by the Trust will be made at the Headteacher Board in March

## **BUSINESS, FINANCE, OPERATIONS** (Item 7)

### **FINANCE**

Financial information was circulated to the board at the end of January as follows:

- Summary Consolidated Management Accounts for DGAT for the four months to December 2018
- Summary Consolidated Balance Sheet as at 31 December 2018
- Individual Academy Summary Results for the 4 months to December 2018
- Narrative Commentary

In addition the management accounts for January 2019 have been circulated to the Chair and to members of the Audit and Finance committee for scrutiny.

### **OPERATIONS** *(for information only this was discussed at Estates and Free School Committee on 26 February)*

#### **Dursley Capital Works**

As previously reported, Sec 106 works are now in progress in staged projects over for the next two years. Works to improve and expand on the current reception area and also create further classrooms has now commenced and are progressing well. The new reception area will be open week commencing 25<sup>th</sup> February and will offer a more welcoming entrance to the school as well as a more secure reception area. Phase 2 of the project will continue in line with further funding timetables by the local authority.

As previously reported the identified Asbestos in the Boiler Room has now been removed and a reoccupation certificate has been received by the School. There are a number of associated electrical works remaining and the project will be completed by Easter 2019.

### **PS Assets Update**

Our new central Management Information System PS Assets has been fully designed and is currently being built. The system provided by PS Financials will assist the Schools in the Trust in their organisation of premises compliance and also provide the trustees with a live dashboard of compliance levels across the schools. Training will be rolled out across the Business Managers and the system will go live in April 2019. Log-ins will be available to Trustees to enable real time access to compliance across the Trust Schools.

### **Catering Contract Update**

DGAT gave 12 Months' notice on behalf of all 11 schools in the Gloucestershire CC catering contract in July 2018 due to concerns over price increases. The schools currently receive £2.30 funding from the ESFA for free school meals but the contract price is rising to £2:34 from April 2019 and £2:39 from April 2020. After a series of meetings with GCC a separate deal was brokered to keep the price at £2.30 for DGAT schools however the deal was on the basis that all 11 schools opted back into the contract. Whilst 10 agreed to continue for a further 12 months Hardwicke declined and are currently pursuing alternate providers. Further meetings occurred with GCC in an effort to save the enhanced offer and a revised arrangement has now been proposed for the retention of the remaining 10 to schools (signed back up until July 2020.) The deal would involve DGAT underwriting the cost of 0.01p per meal and the local authority making up the difference in cost to the catering company. Whilst the cost may depend on pupil numbers and take up it will be an estimated cost of £1500 - £2000. Support for Hardwicke in pursuing alternate arrangements has also been provided by the central team.

### **Health and Safety**

Schools continue to outsource their Health and Safety support to the local authority SHE unit who offer ongoing support as well as three year rolling audit program. There have been not reportable health and safety issue in the last reporting period since the last meeting in December 2018.

As part of the recent SCA surveys an immediate concern was identified at Dursley. The old canteen has two parapet walls which present an external risk of falling Masonry. The areas of concern are illustrated on the photograph below and marked in yellow. We have restricted access to the building and installed Heras safety fencing. We are looking at options to make the building safe whilst we explore the plans for its future use.



*Dursley old canteen block.*



## **Clearwater Appeal Update**

In January we received official confirmation that the outcome of the public inquiry held on 27 November 2018 by Kenneth Stone allowed the appeal and grant planning permission for Clearwater Academy to be built at Clearwater Drive, Quedgeley.

## **Temporary Accommodation**

The lease for the new temporary site at Olympus Park has now been agreed by the ESFA and signed by all parties. The unit has parking, an external area which can be adapted and secured for an outside play area and sufficient space to create classrooms, a hall, offices, intervention and staff welfare areas.

The project timeline is as follows:-

Clearwater Temporary Accommodation Project 2019: 189 days.

Design Period                    97 Days                    17.12.18 – 30.04.19

Olympus Park Fit Out            83 Days                    01.05.18 – 23.08.19

ICT Installation                    10 Days                    24.07.19 – 06.08.19

Clearwater 2018 removal       14 Days                    22.08.19 – 05.09.19

The unit will comfortably be ready for occupation in September 2019 and we hope maybe earlier. A travel plan was created to accompany the change of use application to the planning department which has now been submitted. Preparations have started to plan and manage the move by the central team. The process of removal and reinstatement of Hardwicke Site will commence July 2019.

## **GAIA/ICT**

GAIA are the ICT Contractor for Clearwater Academy and are now successfully providing a stable and sustained level of support to the school following on from the withdrawal of Lendlease over the Summer of 2018.

They also provide a separate managed helpdesk for the remote desktop which allows access to PS Financials across the Trust and is hosted on the Clearwater Server.