



# Welcome to the AGM

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- All questions are welcome
- Our objective at the AGM is to share as much high-level information as possible on last years' activities and more generally on the academy trust and its operation

# Agenda for the AGM

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- Recording of apologies at the meeting
- Recording of previous minutes
- Overview of the current Structure of the Real Life Learning Academy Trust (RLLAT) (Laura Leather)
- Annual Review of the Academy Trust (David Shaw)
- Overview of the Financial Statements for the Period 1 September 2018 to 31 August 2019 (Yvonne Wood)
- Overview of the current Academy Trust Strategic Plan (Executive Head - RLLAT)
- Declaration of any proposed changes to the articles of association
- Any other Business

# Apology from Chair of Members

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Please accept my apologies for not being able to attend the Real Life Learning Academy Trust AGM. Unfortunately, I have had to go to the US with work at very short notice and it has been unavoidable.

From the Chair of the Members perspective, the last year of operation of the academy trust has both been challenging for the directors but has also seen great strides in structural, managerial and academic achievement.

From my perspective this year has been amazing! The Trust is growing with Bridgemere CofE School formally preparing to join us. This has created a great deal of work and major changes to the structure of Governance. I would like to recognise the new Academy Committees, the Academy Directors and also the Executive Head Teacher for all their hard work in preparing a strong introduction for Bridgemere to the Academy Trust .

I am proud of **all our schools** and the staff/individuals that underpin them. I would like to thank all the people involved.

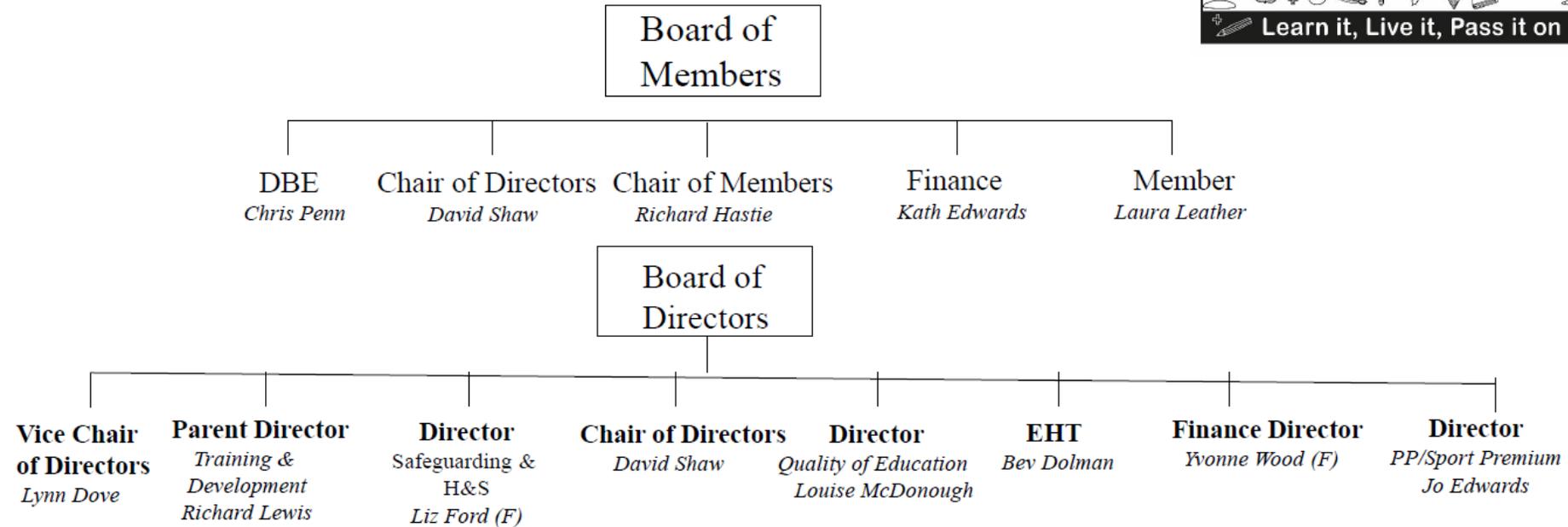
Going forward, we will hopefully see a period of stability and consolidation. Importantly, there will always be opportunities for the Trust to grow but these will need in-depth analysis prior to anything being commenced. We can grow, but only as long as it doesn't impact our on-going stability.

The Academy is solid and focused on every child's growth irrespective of their ability or circumstances – this is our core ethos and will remain the case.

Richard Hastie (Chair of Members)

# Current structure of the Multi Academy Trust

## Real Life Learning Multi-Academy Trust Structure of Governance



**Acton  
AC**

2 of 6 ARs to be of Foundation status

Parent – Megan Nurse (Chair)  
 Head of School – Rachel McKinlay  
 Foundation – Lesley Latronico  
 Staff – Amanda Beaven  
 Parent – Jane Horton  
 Foundation – Philip Percival

**Calveley  
AC**

Co-opted – Verity McKay (Chair)  
 Head of School – Steve Torrie  
 Staff – Keir Glover  
 Parent – Paul Presland  
 Co-opted – Neil Duncalf  
 Parent – TBC



## 2018/19 Highlights

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- Real Life Learning Academy Trust has delivered strong outcomes for children despite some turbulence throughout the year
- Strong leadership and governance in place – Executive Head Teacher supported by Heads of School
- New Trust governance arrangements went live August 19
- Secure Trust financial position but challenging moving forward
- Bridgemere confirmed as joining RLLAT – awaiting some Diocese/LA input
- Calveley Primary Academy maintained its ‘Good’ judgement during its Ofsted inspection, summer 2019
- Governance arrangements praised by Ofsted/HMI during the inspection

# Key Strategic Priorities

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- Fully embed the new governance structure at all levels to secure highly effective multi-layer governance and mitigate future risks
- Review and enhance the stakeholder communication platforms across the Trust
  - Websites
  - Social media
  - Governance
- Review, enhance and consolidate the effective Trust wide approaches to staff development so that the Trust attracts and retains the most effective staff
- Further develop the curriculum offer to ensure that exciting real life learning takes place each day in every academy



# OVERVIEW OF THE FINANCIAL STATEMENTS

Yvonne Wood

# Audit Findings

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- Auditors: Howard Worth, Chartered Accountants
- Unqualified report
- Three management points
  - Restricted fixed assets fund – better distinction needed between capital and revenue grant – Medium risk
  - Register of business interests needs to be updated on website – already in progress waiting for launch of new website – Low risk
  - Error noted in formulae on fixed asset register spreadsheet – this was corrected during the audit process – Low risk

## Highlights from the Financial Statements

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- Acton returned a surplus in the year and Calveley returned a deficit.
- Acton reserves are £299,100 with an in year surplus of £1,837
- Calveley reserves are £155,192 with an in year deficit of £20,727.
- Cash reserves continue to be strong

# The Future for finances

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- Reduced pupil numbers continue to give rise to concern
- A decision has been made to continue to invest some of prior year surpluses in both infrastructure and teaching.
- Constant need to seek new sources of income such as growing the nursery
- Need to grow the size of the MAT to gain benefit from economies of scale



# RLLAT Strategic Plan

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For 2018/19 there were 5 key targets the Trust were working towards:

- To embed the Singapore Maths method of teaching
- To improve the quality of teaching and learning throughout the Trust
- For the Trust to be effective in its strategic pathway and future sustainability
- To enhance the quality of writing within the Trust
- To improve the provision in the EYFS

## To embed the Singapore Maths method of teaching :

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### **Target Position:**

- ***For at least 88% of the whole school to meet the ARE for maths, 30% at greater depth in both academies***
- ***For greater fluency and reasoning skills to be evident throughout the school -100% of teaching good or better in maths in both academies***

- Singapore maths is deemed to be a strength of the Trust.. The challenge is to ensure all new staff are well trained to deliver maths in this way. The children are now clear of the sessions and are responding well to the tasks and delivery of the sessions. Mixed age classes continues to prove difficult. The Executive Headteacher has proposed a maths project with the new maths hub NW6 and some staff are now part of a project to investigate how to deliver Singapore maths in the best way to mixed year classes. SLT have merged
- 83% of Acton met the expected standard in maths. 32% met the greater depth standard
- 87% of Calveley met the expected standard in maths. 16% met the greater depth standard. This figure was affected by small cohorts with no greater depth mathematicians in them yet.
- 79% of maths teaching observed across the Trust was judged to be good or better. The priority is to ensure all mixed year classes are receiving good practice.

# To improve the quality of teaching and learning throughout the Trust



## *Target Position:*

- *For all staff to be aware of the RLLAT Model of effective Pedagogy and applying it to their provision*
- *For staff to provide effective feedback in a range of ways to their learners to help improve outcomes*
- *For all staff to be challenging all of their learners regardless of starting points.*
- *For all staff to understand and utilise the new Target Tracker system for assessing children's progress*

- All staff are aware of the RLLAT Model of Teaching (PEETA) and have received training in this throughout the year.
- Pupils receive feedback in a variety of ways dependent on the subject and type of session. Pupils are positive about the feedback and tell us it helps them to improve.
- Staff are pitching work more appropriately to their learners but this needs time to embed in all subjects. Confidence is high in core curriculum but more needs to be done by in terms of training by subject leaders to ensure challenge is evident for all pupils in all subjects.
- The Target Tracker assessment tool is now embedded in its use. This will be used purely for the core curriculum moving forward.

# For the Trust to be effective in its strategic pathway and future sustainability



## Target Position:

- *The MAT to have explored possible partners and be advancing one of these*
  - *The MAT to have secured other income streams*
  - *The MAT to re-structure its governance arrangements in light of Bridgemere joining.*
  - *The MAT to consider its offer in terms of school improvement to other schools in order to be a more attractive proposition.*
  - *For the Executive Headteacher to complete the NPQEL*
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- Bridgemere is currently in the process of joining the Trust following the appropriate channels of communication. Land issues have delayed the process.
  - In light of Bridgemere joining the Trust, the governance arrangements were revisited and amended to be effective with a third school in the Trust. There was a transition process into the new model throughout the Summer Term.
  - The school improvement offer has been created and approved by the Directors. We are now looking to enhance capacity in this area. We currently have 1 National Leader in Education, also an Ofsted Inspector, 2 Specialist Leaders in Education (Maths and Science) and are looking to increase this with a SEND and Geography.
  - The Executive Headteacher has completed the National Professional Qualification in Executive Leadership course. 2 assignments need to be submitted by July 2020.
  - Income generation is currently being sourced via our school improvement offer and using our specialists to support or inspect other schools.

## To enhance the quality of writing within the Trust

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### *Target Position:*

- *For at least 88% of the whole school to meet the ARE for writing, 30% at greater depth in both academies*
- *For teaching of writing across both schools to be 100% good or better.*
- *For a consistent approach to teaching writing across both schools and year groups.*

- Despite introducing a new process, writing remains the area of concern in particular spelling and grammar. There remains inconsistency in the teaching of writing. More writing needs to take place and grammar errors need to be addressed frequently. The new process needed further support and so writing is now being supported with Read, Write Inc and Read to Write units of work.
- 81% of Acton secured the age related expectations with 24% meeting greater depth standards. 73% met the standard in Calveley and 10% met the greater depth standard.
- 79% of teaching writing observed across the Trust was judged to be good or better. The priority is to ensure all mixed year classes are receiving good practice.

## To improve the provision in the EYFS

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### Target Position:

- For at least 85% of learners to achieve the Good Level of Development (GLD) in both academies
- For all learners who are baseline assessed at 30-50 secure or exceeding to exceed the Good Level of Development - 30%
- For learning environments to be enhanced and to reflect all areas of the ELGs – inside and outside
- To provide relevant CPD opportunities to support and develop EYFS teachers
- The Singapore Maths structure will be adopted to ensure the children are having concrete learning experiences. For at least 85% to meet the Maths ELGs with 30% exceeding.

- 81% met the Good Level of Development in Acton and 78% in Calveley. Both were small cohorts. (16 in Acton, 6 in Calveley)
- 25% exceeded the Good Level of Development in Acton, but only 11% in Calveley.
- Learning environments were improved throughout the year, this needs to continue this year also. The EYFS staff attend local cluster meetings and moderation. There are limited courses available for EYFS practitioners so there is more requirement to seek national conferences instead.
- Singapore Maths is now developing in EYFS and during the Summer Term specific content is being delivered. 81% met ARE in Acton, with 31% exceeding in maths. 78% met ARE and 11% exceeded.

# Trust Outcomes 2017-18

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## EYFS

Acton

81% met the GLD

Calveley

78% met the GLD (Good Level of Development)

## Year 1 Phonics outcomes

Acton

100% met the standard

Calveley

88% met the standard

## KS1 Data (Year 2)

### Acton

Subject	Expected standard	Greater depth standard
Reading	<b>93%</b>	<b>21%</b>
Writing	<b>83%</b>	<b>21%</b>
Maths	<b>83%</b>	<b>28%</b>
Science	<b>93%</b>	

### Calveley

Subject	Expected standard	Greater depth standard
Reading	<b>88%</b>	<b>50%</b>
Maths	<b>63%</b>	<b>19%</b>
Writing	<b>88%</b>	<b>25%</b>
Science	<b>94%</b>	

## KS2 Data (Year 6)

Acton – 89% R,W, M combined – 17% GD

Subject	% meeting expected standard	% securing greater depth	Nat average at expected	Nat average at greater depth	Average scaled score	National average scaled score	Progress
Reading	89%	33%	73%	27%	105.7	104.4	-0.7
SPAG	78%	33%	78%	36%	106.1	106.3	
Maths	89%	50%	79%	27%	107.6	105	0.6
Writing TA	89%	28%	78%	20%			-0.3

Calveley – 80% R, W, M combined – 20% GD

Subject	% meeting expected standard	% securing greater depth	Nat average at expected	Nat average at greater depth	Average scaled score	National average scaled score	Progress
Reading	90%	50%	73%	27%	107.7	104.4	1.67
SPAG	100%	20%	78%	36%	106.2	106.3	
Maths	100%	30%	79%	27%	106.3	105	0.14
Writing TA	90%	20%	78%	20%			-0.31

# Future Strategic Plan Objectives for the Trust 2019-20

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- To strengthen the future of the Trust by incorporating new academies and developing centralised services
- To ensure high quality leadership and governance at each tier of the Trust
- To deliver a strong financial plan, by developing a marketing strategy to increase numbers
- To review the vision of the Trust
- To develop a well-being strategy for families and staff
- To continue to develop a rich and purposeful curriculum, that will help to improve outcomes
- To develop a Trust self-evaluation toolkit for each Academy to complete

# Finally

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- I would like to thank everyone involved in the operation of the Trust for the continued excellence it achieves
- I would like to express sincere thanks to FOAS and FROCS for their continued support in providing much needed funds to the academies.
- Additional thanks to other local charities who support us also, such as the Baddiley and Faddiley Trust, Darlington and Huxley Trust, St Mary's Church Community, St David's Church Community and The Rotary Club.
- Plus food donations made to Acton from Marks and Spencers and Aldi.

QUESTIONS