

Questions from Consultation Meetings regarding becoming a Multi-Academy Trust
30th June 2015

STAFF CONSULTATION QUESTIONS	RESPONSE
<p>Can you confirm recognition of continuous service for employees including those who move back to LA employment from the academy? Please could you confirm that this will cover all entitlements under the Burgundy Book, including sick pay and maternity/paternity and adoption rights?</p>	<p>The staff at FBA are already employed by the trust, not the Local authority. The proposal is to change the structure of the existing trust from a standalone academy trust to a multi-academy trust. This means the staff will continue to be employed by the same company. There will therefore be no transfer of staff or TUPE implications. No intention of changing Terms & Conditions of current staff at this time</p>
<p>Will the new Trust provide a written agreement to agree not to recruit teachers without QTS?</p>	<p>There will be no new trust. Teachers recruited will be qualified to teach</p>
<p>Can you please provide confirmation of the Trust's recognition of Trades Unions for all members of the Trust?</p>	<p>Intending to continue recognising Unions as currently recognised with regular meetings</p>
<p>Can you confirm that the Academy will provide all the facilities for trade union reps set out in Appendix III of the Burgundy Book? Academy reps should be allowed sufficient time off with pay to undertake trade union duties, to attend appropriate training and to attend Union conferences as a delegate. There is also a statutory right for union health & safety reps to have time off for trade union duties, training etc under the health & Safety at work act – can you confirm this will be honoured?</p>	<p>There will be no new trust or transfer of staff, employment will be continuous. Currently some schools in having de-allocate a portion of their budget back to Havering to assist with providing such facilities for trade unions. This will continue unless the Havering Learning Partnership recommends otherwise.</p>
<p>Can you further confirm that the Academy will continue to participate in the Havering arrangements for funding of local NUT officers and to recognise their right to negotiate and represent members in the Academy?</p>	<p>As answered in previous question</p>
<p>The document suggests a common pay scale is this a commitment or a consideration?</p>	<p>The Trust intends to meet National Pay scales as a minimum</p>
<p>This sounds like another restructure? How much will this cost the Academy?</p>	<p>It is not envisaged that there will be any significant costs to the school and, depending on how quickly and how many schools join the Trust there may be a small deficit which would be covered by DfE grants which cover start up costs.</p>
<p>Will TLR payments remain the same?</p>	<p>Yes in line with current National Pay scales however there may be more flexibility with the FBA TLR3 and the Trust would be looking at the Ebac subjects with a view to having a Lead Practitioner in each subject</p>
<p>HoD Workload – if schools that join the Trust are an Ofsted 3 or 4 this will mean that the workload will increase for the departments of the lead school due to the time</p>	<p>Some HoDs may be Lead Practitioners. HoDs at FBA will have access to SLT more frequently and training is already</p>

spent working with those failing departments which is extremely challenging	in place to equip HoDs to manage their time effectively and understand their roles.
Will staff be expected to work across schools	FBA will not be a sponsor school but a lead school and whilst collaboration is expected and best practice sought, Lead Practitioners may be new staff, existing HoDs or others within those departments who will be committed to working with and at other schools for periods of time. This has already happened with Chafford when our Music Department spent time with their Music Department. FBA have currently received expressions of interest from schools with an Ofsted 3 grade.
What about the duty of care for the students at FBA if staff are absent at other schools? If staff are spread too thinly this will have a less positive effect on students.	It is paramount that our students do not suffer academically in the Trust. It is envisaged that Lead Practitioners will be given time and part salaried by the income from other schools in the Trust.
You seem to think that all staff want to climb the career ladder and look to move on to bigger and better posts. What about those staff who are happy to stay where they are?	It has always been FBA's expectation that staff look to develop their skills and practice to ensure the school is providing the best education for the students and therefore CPD opportunities and Acting roles are made available to provide staff with the necessary experience to work in the more challenging environment of today even if they don't seek promotion
Shared Services – will this lead to redundancies in Support Staff?	It is envisaged that by evaluating services throughout the Trust, there will be an increase in opportunities to work across sites which should not lead to redundancies
Will each school still have a Governing Body? What would happen if a school in the Trust got an Ofsted 4? Could they leave the Trust?	Each school will continue to have a local governing body which will have delegated powers given it by the Board of Directors of the Trust depending on their Ofsted status. If a school within the Trust got an Ofsted 4 then the Department for Education would be concerned and possibly remove the school from the trust and questions would be raised about the Board of Directors. Intervention of some kind could occur to any school whether in the maintained or academies sector.
Thank you for the meeting tonight, it really does sound like exciting times. I know you said you wanted to appoint a lead practitioner in all ebac subjects. Would these roles be available for other non-ebac subjects as staff could really benefit	This can be discussed with the Board in Year 1 but is not intended at the outset.

PARENT CONSULTATION QUESTIONS	RESPONSES
<p>Have you made up your mind already? We are a good local community school. Will we end up with lots of problem children coming here and will FBA be expected to raise the standards of the poorer teachers from failing schools?</p>	<p>We have not made our minds up, this is a proposal for consultation. However we do think this would be a positive step for the trust. Admission criteria for FBA will remain the same. Challenging Students already sometimes attend the school through the In Year Fair Access Protocol (IYFAP) scheme in Havering to which we fully subscribe. We will not be recruiting poor teachers and will need to incentivise to get the best staff</p>
<p>If FBA shares outstanding teachers with other schools where is the continuity for the students at this School?</p>	<p>It is imperative that the quality of education does not suffer at FBA. Lead Practitioner posts will encourage staff and provide succession planning for other schools and ours.</p>
<p>FBA Ofsted report said that our Governance & Leadership were Satisfactory – why do you think that FBA are the best to lead a MAT?</p>	<p>Last Ofsted in 2011. Since then many things have been put in place to embed good leadership and Governance. SLT roles, Middle Management abilities and tracking progress which were all identified have been significantly improved and refined and continue to be monitored. The DfE visited us to consider setting up a MAT and FBA continue to review the capacity in its leadership team to ensure it is the best it can be. FBA meet regularly with the LA to track progress and so feel in a more secure place since the last Ofsted. The DfE are specific in terms of the skillset they expect the Board of Directors to have and there will be a rigorous process to ensure the right people are chosen from within and outside the current Governing Body of FBA.</p>
<p>What is your commitment for those students who won't academically attain?</p>	<p>We remain committed to all students and are not just results driven but want to ensure that the whole student is looked after through personal development and welfare as well as academically.</p>
<p>What is the maximum number of schools you would take on in the Trust? Will this mean that the Board of Directors would expand each time which could mean no overall control by FBA?</p>	<p>The Members of the Trust control the Board of Directors. Currently the Members of FBA are Fr Hingley, Ann Smart and Tony Morgan who would become Members of the Trust. The DfE suggests a Board of Directors no larger than 10 Directors. Other schools joining the Trust do not automatically get any rights to join the Board of Directors, but much depends on the nature of the arrangement with incoming schools. The DfE feels that an Executive Head</p>

	(virtually always the Headteacher of the lead school) is suitable to oversee between 3-5 schools in the Trust however with more than 5 schools the Executive Head tends to be a Chief Executive Officer on the Board of Directors with less local management responsibilities. It is envisaged that all schools that join the Trust are within 30-45 minutes of each other and that the Trust will develop gradually over time.
What happens if the Head is more focussed on the other schools in the Trust rather than FBA?	It is not envisaged that the Headteacher will be absent from school too frequently. It is correct that the Senior Leadership Team at FBA needs to be strong and we have 2 new additions in September
Who else have FBA consulted with regarding the MAT? Have you spoken to other schools in Havering? What if a school is not interested in joining the Trust?	2 other schools have approached FBA although we would speak to anyone and would prefer to be approached than to approach other schools. FBA have consulted with a CEO of a MAT and the DfE have encouraged FBA to start this process The LA are also fully aware
Are you looking to be a sponsor school?	No not at this stage
What about the money needed to be paid at start up?	The landscape is changing very quickly at the moment but funding is available in the form of conversion grants.
Would we need to take schools in special measures?	The DfE would like Trusts to take on such schools but it is not a requirement to do this
Given the current political landscape could we be made to take them?	There is currently no power to force trusts to take on failing schools. However, the landscape is evolving rapidly and decisions will need to be made at that time.
What about Local Authority Schools	We don't know what will happen to LA schools – Ofsted have suggested that any LA schools that are a 3 or 4 may need to join an Academy Trust if they do not improve but a Good LA school can decide for itself. The new powers proposed by the Education and Adoption Bill will potentially make very large numbers of Local Authority schools vulnerable to intervention
Have you explored taking over a Primary School to work with them from the start (Key Stage 1) so that they can feed FBA in future years	Primary Schools have been slower in getting involved with the MAT process in Havering however that will probably change within the next 12 months. FBA would be interested in working with Primary Schools and there are currently some cross school projects with Hylands

	however very few secondary school staff at FBA have worked in a primary setting.
What evidence will be needed to prove schools are improving in a MAT	Ofsted will visit schools within a MAT although they don't Ofsted the MAT itself.
What Risk is there to FBA? Will the best Governors from the local Governing Body be elected to the Board of Directors of the Trust. What are you doing to ensure the strength of Governance?	The Board of Directors will determine the make up of the local Governing Body and there will be between 11 and 13 members of local governing bodies we expect.
Weaker schools will obviously profit by joining a MAT – what is the benefit for a stronger school?	The benefit for FBA is that good staff will want to stay to progress in their careers with more opportunities opening up to make a difference in education in Havering.
This whole thing sounds like an experiment. How are you going to keep good teachers here and for them not to go elsewhere?	Teachers join the profession to make a difference. To provide staff with training and career opportunities to continue to do this in Havering is key.
Do you have a Business Manager already?	Not at the moment however a Business Manager could manage several schools within the Trust and we have a strong Finance Manager and a strong Premises Manager.
Are you not just creating a mini Local Authority?	The DfE is looking to ensure the best leaders of schools lead groups of schools.
Why were Academies formed in the first place?	Academies receive money directly from the Government rather than a Local Authority so it was partly giving autonomy
What feedback have you had from staff?	We've had a list of points from the Union reps, and some concerns about workload although it was recognised that Good HoDs can share good practice across schools.
The consultation paper suggests shared activities and facilities – does that mean our girls will be taught in other locations in the Borough or that our school will become mixed?	No - any change to status would have to be consulted on separately. Shared activities /facilities relate in general to 6 th form curriculum with a possibility of sharing some courses across all post 16 providers in the Borough. Other students would not be expected to be taught off site.
Can you remove a school from the Trust?	Potentially. The DfE could take a view and can take schools away from a Trust. If the Board of Directors removed a school it would suggest that the Board are not in control which would have other implications to the Trust.
Why don't you become a Soft Federation first to test the waters before launching into a Trust?	Havering Learning Partnership have already been doing this for a number of years, - the 18 secondary headteachers meet regularly and each school contributes to provide training and working across schools in the borough including joint events.

	Any school joining a MAT would have to complete a Risk Assessment before approval and each school that joined would have regular evaluations.
How could you extricate yourself from a MAT?	The DfE could take the school from you or the Trust would revert back to a single academy trust.
With additional posts across the Trust who would pick up any redundancy costs?	The Board of Directors would pick up these costs. Support Staff can be employed using 12 month or fixed term contracts which may save money
With a bigger budget there will be bigger costs – surely underperforming schools will require more of a cash injection?	Again any school joining the Trust will have completed a Risk Assessment and been approved by the Board of Directors and one school won't drain funding for other schools. There is a danger in standing still and doing nothing and there is a danger in creating a MAT however education is paramount and to achieve a better standard of teaching and learning in schools in Havering we believe this has to be a better thing.
Can you confirm that nothing will suffer at FBA?	We will do everything to try and ensure nothing suffers. It is important to maintain the achievements of FBA and through this process it has become clear that we will benefit from working with other schools.
What about school X – are you going to speak to them? Why?	No. Some schools have decided to wait until the exam results are published before making any decisions, some schools have decided to remain as a single academy trust. Finances for Post 16 across the Borough are being squeezed and this has had an impact on decisions made by some secondary schools
Consultation – how are you going to keep parents involved in the process about who joins the Trust?	The Board of Directors will make the final decision as to which schools joins the trust however it would be good practice to ensure parents are informed.
Will questions be available to view?	Questions will be posted on the website in the next few days.

COMMUNITY QUESTIONS	RESPONSES
What response have you had from the local community?	Generally good feedback. Holding a consultation at this time of year can be difficult but we believe a MAT will benefit us and Havering.
As a Primary School we would not want to lose our past or heritage or identity	The consultation document is visionary but there is scope to ensure that all schools retain their identity through the three principles set out.
So schools could go forward together in the Trust?	It would not be an equal partnership – FBA would be the lead school and delegated powers would be given to the local governing body of joining schools dependent upon the Risk Assessment conducted by the Board
How would this work?	The Headteacher of the lead school would be on the Board with the remit of having a fairly regular presence in an RI school looking at data, timeframes for reaching an Ofsted 2, joint inset opportunities etc Other good headteachers could potentially join the Board.
What will school improvement look like?	The DfE preferred model is to work together in a group. For the Trust to work with other Primary Schools it would significantly benefit from a Good to outstanding primary in the trust to start with.
What is FBAs staff turnover?	Over the last 2 years and since the last Ofsted there have been a number of staff leaving for reasons such as promotion and retirement however it is important that staff are trained to move on and that a strong SLT is needed who share the values of the Trust. Staff need a more flexible approach to current education reforms.
Who else has approached you?	Two other schools at present are seriously considering
As a Primary School the benefits are economies of scale so we would pay less for services, we would want a MAT to allow us to develop as we want to with our own identity and want to become supported in becoming outstanding	Yes, we would want schools to retain their individual identity whilst sharing certain common values and services as outlined in the consultation document.