

Charities and Trusts Committee – 23 November 2016

Stafford 14-19 Partnership: Business Plan 2016-2020 Progress Report

Stafford 14-19 Partnership (formerly known as Stafford Collegiate) currently has its central administration based on Trust land known as the Chetwynd Centre, Newport Road, Stafford ST16 2HE.

Recommendations:

That the Charities and Trusts Committee:

1. review and comment on this progress report of the Stafford 14-19 Partnership Business Plan 2016-2020 (hereinafter called the Business Plan). This Business Plan was approved by the Trustees at the 5th February 2016 Committee meeting.
2. approve in principle the allocation and release of funds from the charitable income, interest from the capital investment of the permanent endowment, from the Staffordshire Education Centre Charity (registered number 528604). For 2017/18 academic year the sum of £83,505 was set out in the Business Plan Appendix 2 page 22. This allocation of funds is currently being reviewed based on the current 2016/17 delivery and the associated developments relating to the disposal of the Chetwynd Centre.
3. request that Staffordshire County Council's County Commissioner for Skills and Employability be authorised to approve the release of funds set out in the second recommendation above.
4. consider the invite from the Stafford 14-19 Partnership to talk to members of the Partnership committees to inform them of any projects that they could be working with to help improve the educational outcomes for our students and in turn their life chances to become active and engaged citizens of Staffordshire.

Staffordshire County Council's role as a Charity Trustee

5. Trustees have and must accept ultimate responsibility for directing the affairs of a Charity, ensuring that it is solvent, well-run and delivers the charitable outcomes for the public benefit for which it has been set up.
6. Local Authorities are well suited to being a charity trustee as they are:
 - rooted in the local community;
 - open and transparent in their dealings;
 - highly accountable for their actions; and
 - have the high standards of public conduct embedded in the way they work.
7. Charity trustees have a duty to act solely in the best interests of the Charity and its beneficiaries with a view to furthering its charitable purposes and for no other

purpose whatsoever. They must also ensure that any charitable assets are managed independently and prudently in accordance with their charitable purpose and any restrictions in the charity's governing document.

Background to the Stafford Education Centre Charity

8. Staffordshire County Council (the Council) is the sole administrative trustee of the Stafford Education Centre Charity (SECC) and is responsible for the general control, management and administration of the Charity. The Council discharges its obligations through the Charities and Trusts Committee.
9. SECC (registered number 528604) is currently governed by the Scheme dated 11th March 2016.
10. The Chetwynd Centre (built in 1860 – a grade 2 listed building in a conservation area in the centre of Stafford) is the permanent endowment of the SECC and the Council holds the land and buildings on trust status (the Council does not own the Centre).
11. Under the SECC's Scheme the Council as trustee must apply the income, expendable endowment and permanent endowment in meeting the proper costs of administering the Charity and of managing its assets (including the repair and insurance of its buildings). After payment of these costs, the Council must apply the remaining income in furthering the objects of the SECC.
12. The revised Scheme sets out the object of the Charity which is *“the promotion of education of persons between the ages of 14 and 19 years who are resident in [or being educated in] Stafford in such ways as the trustee thinks fit.”*

Background and Context

13. The Charities and Trusts Committee received a full report on the background and context to the developments of the Stafford 14-19 Partnership and approved its Business Plan at the meeting held on the 5th February 2016. For the current 2016/17 year the amount approved was up to a maximum of £90,400. The breakdown for this allocation is set out on page 21 of the Business Plan.
14. The Stafford 14-19 Partnership continues to work with local partners and stakeholders to ensure current arrangements are stabilised and provide continuity of delivery for the Partnership as it plans to relocate from the Chetwynd Centre during 2017.
15. As requested by the Trustees, officers of the Council continue to work with the Stafford 14 – 19 Partnership to implement appropriate and timely mechanisms for the submission and approval of revised a Business Plan to the Committee as the application process for the use of the available charitable funds. The revised Business Plan will set out how the Stafford 14-19 Partnership will meet the educational objectives of the SECC and provide assurance to the Committee on how the endowment funds requested will be deployed.

16. The Stafford 14-19 Partnership will produce of a revised Business Plan that refreshes the four year objectives set out in the existing Plan. The revised Plan will be finalised at the end of January 2017. It will continue to clearly identify the objectives of the Partnership and it will set out the case on how the endowment funds requested will be deployed and it will request that the Trustees approve financial support for a maximum value for the 2017/18 academic year. The Partnership requests that the Committee approve in principle the allocation and release of funds from the charitable income, interest from the capital investment of the permanent endowment, from the Staffordshire Education Centre Charity (registered number 528604). For 2017/18 academic year the sum of £83,505 was set out in the original Business Plan Appendix 2 page 22. This allocation of funds is currently being reviewed based on the current 2016/17 delivery and the associated developments relating to the disposal of the Chetwynd Centre. The Council Officers will continue to work with the Partnership Manager to promote good financial management and an agreed approach to managing any pressures whilst operating out of the Chetwynd Centre. A key given in delivering this plan will be supporting the smooth transition for pupils from the current arrangements to the new arrangements.

Stafford 14-19 Partnership Business Plan 2016-2020: Progress Report

17. The Stafford 14-19 Partnership Business Plan 2016-2020 is now within its second academic year of development. The Partnership structure has altered since the publication of the Business Plan that was presented earlier this year. Changes include:

- Conversion of Blessed William Howard High School to a MAC (Holy Trinity Catholic Multi Academy Company) and Sir Graham Balfour High School to an Multi Academy Trust;
- Two headteachers of Partnership schools have also recently retired. Mrs Lesley Beck was appointed as the Headteacher of Sir Graham Balfour School and Mr Andrew Locke is the acting Principle of Weston Road Academy;
- Mr Stephen Smith recently retired from the position of Stafford Collegiate Manager; from September 2016 Mrs Maria Woodward took the post of Stafford 14-19 Partnership Manager;
- Flash Ley Primary school is expected to remain within the Chetwynd Centre until January 2017;
- The Chetwynd Centre will be marketed for sale within the coming months.

18. A-Level Results 2016

	Stafford Partnership	National
Overall Pass Rate	98.0%	98.0%
A*-B	41.0%	52.4%
A*-A	14.0%	26.0%
A*	3.0%	8.2%

The unvalidated data is consistent with the performance of 2014-2015 and value added for students is in line with national average. We are delighted to report that ***all students who wanted to gain a place within a university setting for***

this academic year were successful. Other students went on to variety of other destinations including apprenticeships, employment, further education, and gap year opportunities.

19. Year-2 2016-2017 Update:

20. 2016-2017 has started well. There are 240 Year 12 students following 735 qualifications this year across the partnership. In Year 13 there are 375 following 1051 qualifications.

21. Taking into account a smaller Y11 cohort from which to draw and the reforms at A-level this would appear to be a very positive position.

22. The majority of the Year 12 courses are now taught out of the Chetwynd Centre within the schools. Staff and students travel between the schools to deliver a broad, balanced curriculum offer. Year-13 students continue to be taught within the schools and the Chetwynd Centre.

23. The Partnership schools continue to be committed to working collaboratively to continue to improve delivery and progression through 14-19 education in Stafford. We continue to meet together to develop the curriculum offer, provide pastoral support and improve outcomes for the students that we teach, who will become the workforce of tomorrow.

24. A recent development of the Stafford Partnership's PiXL 6 membership which enables a large number of schools throughout the country to come together to share best practice in order to be able to adapt and respond, to national and local changes whilst still enabling each provider to stay on course in reaching their own goals. Through the provision of local 'expert' support for schools that challenge our thinking; resource provision; updates on the national picture from curriculum development, intervention strategies, examination support, financial guidance and much more.

25. Crucially the success of our Partnership will be reflected in the outcomes achieved by our students. Raising standards and expectations of all students is a key focus for all of our schools and the Chetwynd Centre for this year and the future. We have recently reviewed our target setting data procedures to use a system that provides challenging, aspirational targets based on robust data sets for students, that are available for teachers to inform their teaching from much earlier in the academic year than has recently been the case. The Partnership has signed up to the use of ALPS Post-16 reports for each of the high schools and is currently in the process of further investigation in to Partnership report. This will support the rigorous quality assurance procedures that are embedded in the strategic working of the Partnership.

26. Both these initiatives have been developed collaboratively thus also providing best value for money across all the schools within the Partnership.

27. Impartial Information, Advice and Guidance (IAG) has been a significant feature within all the schools and Sixth-Form students have benefitted from visits to higher education fairs and local support has been provided by a range of Post-18 providers for students. On the 18th November we have a joint enrichment visit to the World Skills Show at the NEC for all our Year-12 and Year-13 students offering them the opportunity to gain impartial careers advice, including on all routes into jobs, from apprenticeships to university. They will be able to experience different skills activities, meet local and national companies, training organisations and colleges; widening awareness of hundreds of career ideas including jobs of the future.

28. Vision provides the Partnership with the focus that is needed for quality development. The Partnership has developed over a number of years with a strong focus on quality provision for the young people of Stafford. Working together we continue to develop this for 14-19 education in Stafford, in order to share our good practice and vision for young people in Stafford we will be hosting a development day to collaborate and work in partnership on the next stages of our development as a partnership and to revisit the Business Plan.

29. Review of Year-2 Objectives:

30. Year-2 – Objective 1 - Ensuring financial sustainability;

- Financial stability is a constant operational routine that is under review. Budgeting methodology is shared between the schools and managed centrally to ensure sharp, effective and robust use of funding.
- The Partnership has commenced the process of revisiting the funding mechanism and a working party has been developed to review this for the future.

31. Year-2 – Objective 2 - Continuing outstanding delivery of level-3 courses, particularly A-Levels;

- Planning for 2017-2018 has begun with the development of the curriculum offer. Partners continue to agree the principle that minority subjects such as French will continue to be offered to maintain that broad, balanced offer for students of Stafford to opt-in to.
- Initial enquiries have been made with the Education Trust Board of the Local Enterprise Partnership (LEP)
- Opportunities for impartial IAG continues to be a focus for all schools, a further development of this is the introduction of the first Partnership wide enrichment day with a clear focus on IAG.
- Centrally produced data is robust and is supporting the schools and teachers to focus on intervention strategies for students.
- Structures have been put in place within all the schools to identify who the key contacts are for Looked after Children.
- Procedures are in place for the sharing of information to enable students with additional needs support strategies to be identified with the specific teachers of the groups that they are in.

32. Year-2 – Objective 3 - Transferring expertise to successful expansion into level-3 courses and level-2 access courses (bridging between GCSE & A-Level);

- Discussions have begun in schools regarding the KS4 curriculum offer. Developments such as the inclusion of Further Maths GCSE remain a focus for the schools with the view to providing increased opportunities for pathways in to KS5.
- The curriculum offer has developed to include two pathways that will provide opportunities for students within the Partnership to begin a KS5 programme that fits their learning and future career needs.
- Opportunities for subject challenges/competitions are shared with the partner schools.
- Opportunities are available for schools to attend PiXL Subject conferences.

33. Year-2 – Objective 4 - Building collaboration into 14-16 provision to deliver cross town GCSE or Level-3 courses for Gifted and Talented students and skills based courses that can lead to apprenticeships;

- Initial enquiries have been made with the Education Trust Board of the LEP with the view to directly linking with local employers to address local skills needs.
- Opportunities for impartial IAG continues to be a focus for all schools, a further development of this is introduction of the first Partnership wide enrichment day with a clear focus on IAG.
- Schools are working together to develop Post-16 options evenings and promote these within the Partnership schools to provide IAG for students and parents about the next stage of the education journey.
- Plans are in place to develop an on-line summer transition programme of work to prepare KS4 students for the rigour and demands of KS5 studies.

34. Year 2 – Objective 5 - Develop further systems for Quality Assurance;

- All schools have planned Post-16 information evenings for students to gain IAG on the next step of their career.
- The Partnership has signed up to using ALPS as a way of monitoring performance across all subjects within the Partnership and across individual schools. Thus supporting individual school performance and Partnership performance.
- Quality assurance discussions form a part of each of the Partnership meeting agendas.
- All schools monitor and do in-depth analysis of internal data to ensure that an underperformance of students is addressed rapidly and meticulously.

35. Next Steps;

- To source and relocate the core administrative team within the Partnership to a suitable location with a full cost analysis of this.
- To confirm the employment status of all the staff associated with the Chetwynd Centre.
- Development of a new funding mechanism for the Partnership with a key focus on a strong collaborative offer that meets the needs of the young people and local employers.

- The Partnership will continue to develop relationships with other education providers to ensure that there is a quality offer and high expectations of all students.
- In January 2017 we will put forward a formal bid for funding through the Charities and Trusts Committee.
- We would like to invite Trustees to come to talk to members of the Partnership committees to inform them of any projects that they could be working with to help improve the educational outcomes for our students and in turn their life chances to become active and engaged citizens of Staffordshire.

Equalities Implications

None identified.

Legal Implications

The Chetwynd Centre is separate from the Council's own landholdings. The Committee (in its capacity as Trustee of the SECC) is legally obliged to ensure that the SECC is managed in accordance with its objectives and to prevent any conflicts of interest between the administration of the SECC and of the Council.

Resource and value for Money Implications

The Committee may apply the income and capital of the SECC in meeting the proper costs incurred when administering the Charity and managing its assets.

Risk Implications

Decisions made by the Committee must be made in the capacity as Trustee only and must ensure that any decisions are made in accordance with the Charities Act 2011 and Charity Commission guidance.

Report Authors:

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