

**Minutes of Members' and Directors' Meeting
7 March 2018 8am**

Attendees : Mr P Lovern (PL) (Executive Head), Mrs H Bowman (HB) (Chair of Directors), Mr C Hopkins (CHo) (Chair of Members), Mr J Bowman (JB) (Member), Mr D Grewer (DG) (Member), Mr P Halifax (PH) (Vice-Chair of Directors), Mrs A Hodgson (AHod) (Director of Business Operations), Mrs J Smith (JS) (Director), Mr G Wood (GW) (Director)
Clerk: Mrs A Howard (AH)

RC: Richard Crosse
SM: St Mary's
TH: The Howard

TA: Teaching Assistant; HLTA Higher Level Teaching Assistant
EYFS: Early Years and Foundation Studies
CIF: Condition Improvement Funding
H&S: Health and Safety
SENCO: Special Educational Needs Co-ordinator
HoS: Head(s) of School
CEO: Chief Executive Officer
GDPR: General Data Protection Regulation
EFA: Education Funding Agency

1. **Welcome, Prayer** - HB welcomed everyone to the meeting and PL led the prayer.
2. **Apologies** - Rev T Leyland (TL) (Member), Mrs C Humphries (CH) (Director). PH made apologies for having to leave the meeting at 9am. AH will update the attendance register.
3. **Pecuniary Interest** - Directors and Members confirmed that there were no changes to pecuniary interest declarations.
4. **Minutes of last meetings** - The minutes of the AGM meeting held on 15.12.17 were agreed as a true copy by Members (these had already been approved by Directors); these were signed by JB. The minutes of the Directors' meeting on 16.2.18 were agreed as a true copy by Directors and signed by HB. Confidential items were agreed.
5. **CEO Report** - PL presented his report, starting with Staffing *Confidential item*. PL went on to show training undertaken by staff, including Paediatric training for the whole staff. In the past external support has been bought in to develop staff curriculum knowledge and now in-house expertise is being used to enable staff to apply this knowledge. DG has been working with HoS, aiming to build and sustain capacity. JB mentioned the importance of coaching as well as mentoring and PL confirmed that he measured HoS performance against their objectives.

With regards to Leadership and Management, Members and Directors congratulated AHod for completing a business and management qualification. TSSMAT is working with Rugeley schools on a collaborative improvement project, targeting the development of middle managers, with coordinators meeting termly to share good practice. JB asked how HoS at Anson will contribute to Leadership development and PL thought he would make a valuable contribution, as his specialist subjects are Maths and PE and he is running an outstanding school. Also, the new appointment of HoS at TH will be beneficial in the future as she has many skills, particularly in Literacy. TSSMAT SENCO impressed Directors with her work and is a great asset to the MAT.

Lesson observations and book trawls have taken place. With regards to behaviour and attitude to work, pupils' attitudes at RC and SM are outstanding; at TH there are some behavioural issues with

certain pupils and the attitude to learning in Y1 needs to be improved. JB asked about the support for SEN and PL advised him that a new educational psychologist is being bought in as the County support was poor. JB recommended a partnership with a school in Tamworth on SEN issues.

Confidential Item. Financial support for SEN is poor with the schools having to fund the first 10 hours of support themselves. There was discussion on inclusion and DG took the view that TSSMAT should provide appropriate inclusion, looking to ringfence the budget annually for each SEN child unless the school reached the stage that it was considered unable to make suitable provision for the child.

Members' challenge: to ensure strategic direction and clarity in arranging appropriate inclusion.

PL considered the teachers' knowledge on the whole was excellent and lessons are mostly solid good with some outstanding; *Confidential item.* GW asked who makes the judgements about teaching and PL confirmed that these are made by the Leadership team and peer teaching observations. DG stressed the importance of the need to validate and suggested that an external audit could be done by an inspection team once a year; JB agreed this and suggested that the first year it could be a one-day inspection, moving to 2 days in following years.

Members' challenge: to set in place a system of external validation at least once a year.

HB agreed that it was a good idea to ensure validation, but thought it should be carefully communicated to staff as a validation of their good work and not as extra pressure. With regards to SEN provision, HB considered that there were budgetary implications but it was important to show that TSSMAT was a caring academy and to keep parents onside with decisions made.

Details of monitoring and evaluation were included in the report and Directors had been shown the data by HoS in the January meeting (and are shown the data on a termly basis). A target of 80% was set for children working at expected level, with 40% working at greater depth and positive progress measures. JB asked about data for Reception children and PL stated that 80% should leave Reception with a good level of development (achieving Learning goal Level 2). DG considered it critically important to show the level of progress in EYFS. PL informed Members that there would now be better leadership in EYFS, with a teacher taking the lead after Easter. According to the building blocks progress measure, pupils are expected to make 2 points progress every term and more than 2.5 points represents good progress; Members and Directors were shown the data, showing the progress measures for all pupils including Pupil Premium and SEN children. They are solid but reveal certain areas to target e.g. Y1 at RC, Maths in Y1 at TH, SEN children in Y6 at TH who are receiving intensive support. It was agreed that it was more helpful to show the data in year groups, rather than by subject. DG asked whether this data leads to challenges for the different year groups and it was confirmed that when HoS report the data these include challenges and targets.

Attendance data were presented. DG asked how often the CEO meets with HoS to discuss data and PL confirmed that this had been termly but would now be half-termly. The CEO Report together with Development Plan will be sent out by email to Members and Directors. JB asked whether pupils are able to handle failure and PL said this was addressed in PSHE, Health and Wellbeing days and PE lessons, with an emphasis on growth mindset.

6. **Finance** - AHod presented the Finance Report, *Confidential Item.* AHod also gave a Finance Commentary, *Confidential item.*

The finance commentary also highlighted that TSSMAT will be trialling the use of 2, rather than 3, minibuses over the next 6 months. AHod had looked into alternative providers of HR and Payroll and Members/Directors agreed that the present arrangement with PHRP and Stoke was good value and should continue for the next 3 years. The Stoke provision had much improved.

AHod confirmed that internal audits are going well with an acceptable quality of service from the accountants, with Wright & Co. coming in the following day to carry out a twice-yearly audit. It was agreed that the financial management had come a long way in 12 months.

Concerns were expressed that Parent Pay is not always working well, but AHod felt that problems had been sorted. It was suggested that nursery parents could be contacted or invited to a meeting to express their concerns and discuss how Parent Pay works; parents' comments on the questionnaires relating to Parent Pay will be considered.

Members' challenge: to keep parents informed and address any concerns.

7. **Safeguarding Report** - The report on Safeguarding was deferred until the next meeting.
8. **Health and Safety Report** - JS presented the inspection reports on the three schools. TH was congratulated on a good report with just 2 minor issues. The report on RC contained a number of issues, including the use of domestic rather than industrial ladders, the sliding doors in the hall, the theatre lights and lack of fly screens in the kitchen. SM also had a number of problems, including the boiler house, use of objects to prop open fire doors, use of extension leads rather than one long cable and overloaded shelving. JS recommended that the Facilities Manager should target the high risks first, rather than the lesser problems which are easier to solve. PL said the Facilities Manager was addressing these issues and JS will monitor progress.
9. **Policy Updates** - Policy updates on grievance, bullying and attendance will be sent out to Directors to review.
10. **Trust Growth** - The HoS and staff at Anson School have been working closely with TSSMAT, with the HoS attending GDPR training and staff attending moderation meetings. HB and PL will meet with the Chair of Governors and HoS before Easter with a view to completing the application. PL was due to meet with 2 schools last week, but was prevented by school closures and snow; these will be rescheduled. CHO stated that the context for Academies was changing, with a new White Paper on the subject due out. The DfE was encouraging the merger of small academies and the EFA are asking for 3-year budget forecasts for Academies. CHO mentioned a number of schools/Federations/MATs which were worth considering, but DG counselled caution in the number of schools to take in and advised prioritising them. DG advised that the CEO spend 2 days per week on Trust growth and building relationships, keeping HB informed of progress. CHO considered that TSSMAT was ahead of the game, providing a solid structure for schools to fit into and good support compared to many MATs, and this was to be celebrated.
11. **Any Other Business** - There was no other business. The dates of the next meetings are given below.

Dates of next meetings –

Directors meetings

16 March 8am (Directors' workshops rather than full Directors' meeting)

27 April 8am

18 May 8am

22 June 8am

13 July 8am

Members meetings

4 July 8am

LAG meetings

21 March 4pm at SM

4 July 4pm at TH

Signed.....

Date

Colin Hopkins - Chair of Members

Signed.....

Date

Heather Bowman – Chair of Directors

Item	Action to be taken	Action by whom	Action by when
5	To consider setting up external validation process	PL/HB	4/7/18
8	Monitor progress on actions re H&S inspections	JS	27/4/18