

**Minutes of Directors' Meeting
1 February 2019 8am**

Attendees : Mr P Lovern (PL) (Executive Head), Mrs H Bowman (HB) (Chair of Directors), Mrs S Cockayne (SC) (Director), Mr P Halifax (PH) (Vice-Chair of Directors), Mrs A Hodgson (AHod) (Director of Business Operations), Mrs C Humphries (CH) (Director), Mrs J Smith (JS) (Director), Mr G Wood (GW) (Director)
Also present for Item 2: R Mills (RM) (Head TH), J Wynn (JW) (Head SM), N Jarrett (NJ) (Head RC)
Clerk: Mrs A Howard (AH)

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

EYFS: Early Years and Foundation Studies
NQT: Newly-qualified teacher
TA: Teaching Assistant
ARE: Achieving Age-related Expectation
GD: Achieving Greater Depth
GDPR: General Data Protection Regulation
DPO: Data Protection Officer
SEND: Special Education Needs and Disability

1. Welcome and Prayer
2. **Head of School Reports -
The Howard**

RM presented the report for TH, saying there was now a strong team in place with good/outstanding observations of teaching and the school was in a good, exciting position. RM is teaching Y4 in the mornings, there are some complex difficulties in Class 2 but the teacher is calm and the pupils' behaviour is good. A member of staff resigned from the school office, so there is an office administrative officer present in the mornings and RM/Jacqui Bowman(JB) cover the afternoons. A new member of staff has taken charge of Care Club, offering a wide range of experiences to children; there is a good number of children using Care Club. There is an array of volunteers and supportive parents. The number of children on roll has risen from 58 to 61 and the two children who were away with their parents (given work and weekly contact) are now back on roll.

RM has trained to undertake Writing moderation in KS1 and KS2; she is also training initial teaching trainees in English and supporting two schools with English. Details of the school's varied enrichment programme (school clubs, performances, trips, fundraising days) are included in the report sent out to Directors. TH has won a competition, using English for a purpose, which has enabled an author to visit the school and had a visit from Ford cars relating to persuasive leaflets written by the children; Dr Allen is also coming in to work with children on the racing car project. HB asked whether these successes have been publicised and RM confirmed that JB is working on this. CH also advocated the use of Twitter to publicise the school's events.

With regards to data for the autumn term (previously sent to Directors), RM showed that in EYFS 68% of pupils were on track (compared to baseline assessments showing 34%); in Y1, a very able cohort, the new approach to Maths was shown to be working and the focus is on more children achieving GD. Y2 is a challenging group with some behaviour issues and the focus is on plugging gaps in their knowledge. Y3 is a difficult year group, with 3 SEND children out of the 5 children. Y4 is a good cohort and the aim is to consolidate their progress. In Y5 the focus is on Maths, filling in the gaps, and in Y6 the children are doing well in Maths and there is a focus on Writing. GW asked

about support for the SEN children and RM confirmed that there is good support from the SENCO and personalised programmes for these children have been put in place, with support from the TA. Directors were shown the progress measures, indicating that in Reading all the groups have exceeded the 2 points progress and in Writing and Maths virtually all the children have done so. RM was thanked for her presentation and CH asked her to include information on staff workload and well-being at the meeting at the beginning of next term.

St Mary's

JW's Headteacher's Report had already been circulated to Directors, so he presented the data for SM. EYFS are a strong year group with some children working at GD. The children in Y1 have settled in well, with one child being monitored for SEN. Y2 is a complex year group, with some gifted children and some needing social and emotional support. One child was excluded on a temporary basis, but has now settled back into class. In Y3, there are two SEN children and one being monitored. Y4 children are good at Maths; there are two SEN children. JW was asked about Writing and he confirmed that this was a focus across school, including handwriting and presentation. HB suggested fantasy writing for boys and CH wondered if they wrote for different audiences; JW agreed that these were effective ways of encouraging writing and he also planned to link writing with outdoor activities in Forest School. The Y5 children are hard working and are being encouraged to improve, particularly on gaps in their spellings from earlier years. Y6 are a complex year group with three Pupil Premium and three SEN children, showing behaviour, social and emotional issues. They are being prepared for SATs and JW agreed with PH that visual timetables and to-do boards are useful for these children. He found the SENCO's weekly involvement invaluable: she has spent extra time with SEND children and written behaviour plans; the Forest School and nurture groups also provide a useful service. Progress measures showed that some year groups are not achieving the 2-point increase, but strategies are in place to improve this. CH asked JW to provide information on staff workload and well-being at the meeting at the beginning of next term. JW was thanked for his presentation.

Richard Crosse

NJ's Headteacher's report on RC had already been sent to Directors, so she went on to present the data for the autumn term. For EYFS, 82% of children are on track in Reading and Writing, 78% are on track in Maths. Y1 work with Y2 for English, and will show progress in Writing over the year, but work separately in Reading and Maths. They are on track for the Phonics test, but are all reading above the Phonics level. Y2 are a mixed ability group, with 50% of the boys having SEN or problems of some sort. Reading is a strength, with Writing a little behind. The Y3 group moved up with high results and this has been sustained over the last term, thanks to their (NQT) teacher. NJ has been giving additional support to the NQT in Y4 as the progress of children has not been as good as expected; her mentor and team teaching strategies have also given support. NJ has been teaching Y5, with 50% being high achieving and 50% were working below the expected level; however she expects the latter group to achieve ARE. Writing is a strength in Y6 and Maths is good; the aim is to increase the number working at GD. The low and middle attainers are making good progress. Progress measures showed that some children are not achieving the 2-point progress, particularly in Y4. CH asked NJ to provide information on staff workload and well-being at the meeting at the beginning of next term and NJ explained that she was encouraging staff to leave at 4.30pm one day a week; there was also an initiative aiming to reduce marking. NJ was thanked for her presentation. Directors agreed that the presentations had been very useful, with a lot of positivity regarding TH and they could see the benefits of the extra day of work given by the SENCO.

3. **Apologies** - Mrs M Havelock-Crozier (MHC) (Vice-Chair of Directors), Mr C Hopkins (CHo) (Director). AH will update the attendance register.
4. **Pecuniary Interest** - CHo had sent a message with details of changes to his declaration and AH has amended the register accordingly. There were no other changes.
5. **Minutes of last meeting** - The minutes of the AGM and Directors' meeting held on 19.12.18 were reviewed and approved; the Directors' minutes were signed by HB. Confidential items were identified. PL informed Directors that the planners had reiterated that they did not permit any

temporary structure at TH; JS suggested contacting a planning consultant. The Parish Council will be asked to provide some funding from recent housing development in the village.

6. **Finance** - AHod presented the December year to date accounts, showing overall £21,500 ahead on the predicted budget. This included £2000 ahead on income, £13,000 ahead on SEN funding, £2000 ahead on Care Club, but behind on Nursery with numbers being down and on catering with increased food costs and catering repairs. CIF money was not included in the figures; the Trust is currently in a position of -£2000 operating profit overall. Staff cost as a percentage of income was 79%, down from the projected 84%. Directors welcomed these figures.

AHod had conducted a benchmarking exercise, showing comparable figures for similar academies. The figures from the government website were from 2016/17 and so are now out of date, but showed the TSSMAT position with regards to income, including grant funding and self-generated funding, and expenditure per pupil, including on staff, premises, buildings, supplies and services. Directors found this to be a useful exercise.

GW reviewed the Business Charge Card Expenses and Gifts Register after the meeting.

7. **MAT Growth** - Directors discussed a possible change of name to encourage bigger schools to consider joining the MAT. It was agreed that the name should be changed, but there was no pressure to take on further new schools and it would be good to embed Anson into the MAT first. GW and HB agreed that the MAT should not grow at all costs, it was important to grow profitably. CH considered that schools will approach the MAT if they see a successful system and wish to join; networking and using Twitter was a better way of publicising the work of TSSMAT than contacting schools directly. PL said that with Brexit issues there was no impetus from government to enlarge academies; he had approached one school, but a sponsor had already been obtained. PH suggested that PL should target increasing the number of pupils in SM and TH in the meantime. Directors will consider possible new names for the MAT.

The Scheme of Delegation for Anson had been sent out to Directors and accepted. With regards to the governance of Anson, it was agreed that they would have their own local governing body, consisting of the headteacher, two parents, the CEO/Director from TSSMAT and three Foundation governors. Anson will join TSSMAT on 1st April 2019.

8. **Premises** - The CIF work at RC is due to finish on 9/4/19 and the RC Trustees have given £34,000 to the project. Any money left from the contingency money could be used for an improved heating system, refurbishing the whole block and extra work around the school. CIF funding has paid for the heating work at SM and the whole school is being redecorated. The government has given extra formula capital and bids have been made for upgrades at all three schools. John Bowman is funding a cross to be put on the new classroom at RC, with pupils involved in the design and production.
9. **KPIs** - GW presented the strategic objectives under the following headings: School Standards including attendance; Financial including budget, staffing costs, PAN, nursery places; HR including ratio of pupils to teacher, teaching, safeguarding; Trust estate including classrooms and kitchens; Trust Growth, including trading strategies and suggesting an aim of one school joining the MAT each year; Governance including attendance at Directors and Members meetings and having a full complement of LAG members. There was discussion on ways of measuring success for the KPIs and on nursery admission arrangements.

10. **Complaints Committee** - *Confidential item*

11. **Review of Policies** - The following policies had been emailed to Directors to review: Admissions Appeal Timetable, RC Admissions, SM Admissions, TH Admissions, Communication Policy and Strategy, Computing, Fire Safety, PE Policy.

HB and JS had sent suggested amendments to JB who will send out the amended policies to Directors. Other policies were ratified by the Directors.

Changes made to the Employees Handbook were agreed.

12. **GDPR** - A report from the DPO had been sent out to Directors showing no issues.

13. **Holiday Dates 2020/2021** - PL suggested two possible arrangements for holiday dates. Directors preferred the first scenario with 2 weeks holiday in May/June, but will confirm at the next meeting whether to finish the summer term on Friday 16 July or Wednesday 21 July.
14. **Safeguarding** - There had been no safeguarding incidents.
15. **Health and Safety** - JS had noted that the playground and entrance at TH were slippery with ice one morning and had put down grit; she advised that members of staff should do this first thing on an icy morning.
16. **Any Other Business** - The DfE had recommended that the Board of Directors should have a separate Finance committee and also an Audit and Risk committee. Directors agreed that these subjects were fully discussed at Directors' meetings and separate committees were not required.

Dates of next meetings –

(Directors' and Members' Meetings at Richard Crosse, starting 8am)

Directors meetings

- 15 March
- 10 May
- 14 June
- 12 July

Members meetings

- 6 March
- 3 July

LAG meetings

- 4 March 4pm at SM
- 1 July 4pm at TH

Signed..... Date

Heather Bowman – Chair of Directors

Item	Action to be taken	Action by whom	Action by when
2	Present information on staff workload and well-being.	Headteachers	10 May
7	Consider new name for MAT	Directors	15 March
11	Send out amended policies	JB to Directors	15 March
13	Consider holiday dates 2020/21	Directors	15 March