

## Directors Meeting Minutes 16 September 2016 8am

Attendees : Mr P Lovern (PL) (Executive Head), Mrs H Bowman (HB) (Chair of Directors), Mrs L Brown (LB) (Business Manager), Mrs S Cockayne (SC) (Director), Mrs M Havelock-Crozier (MHC) (Director), Mrs C Humphries (CH) (Director), Mrs J Smith (JS) (Director), Mr G Wood (GW) (Director)  
Clerk to Directors: Mrs A Howard (AH)

RC: Richard Crosse  
SM: St Mary's  
HP: Howard Primary

LAG: Local Advisory Group  
GPS: Grammar, Punctuation and Spelling  
CIF: Condition Improvement Funding  
KS: Key Stage  
TLR: Teaching and Learning Responsibility  
EFA: Education Funding Agency  
SEN: Special Educational Needs  
SEF: Self-Evaluation Form  
SMT: Senior Management Team  
NQT: Newly qualified teacher  
PAN: Planned Admission Number  
TUPE: Transfer of Undertakings (Protection of Employment)  
PP: Pupil Premium

1. **Prayer** - PL started the meeting with a prayer.
2. **Apologies** - Mr P Halifax (PH) (Vice Chair of Directors)
3. **Pecuniary Interest** - Directors present completed the Pecuniary Interest forms for the new academic year.
4. **Minutes of last meeting** -
  - a) and b) **Actions taken and items to carry forward:** MHC will arrange Stage 2 Safeguarding training. HB and SC conducted interviews of applicants for the LAG. With regards to the new network, Phase 1 went well with one or two minor problems; by January there should be one network for the three schools in place. It is built for expansion with the possibility of at least six schools able to share the network. HB approved of the work done at HP over the summer. Staff have received new laptops. Other items appear on the agenda.
  - c) **Approval and signing of minutes:** These were agreed as a true record and signed.
5. **Finance** -
  - a) **Auditors' Update:** Auditors will be visiting the school for the week beginning 26th September. LB will be able to give provisional year-end accounts at the next Directors' meeting. HB and GW will attend the Members' meeting in October.
  - b) **Trustees' Report:** This lengthy document will have to be submitted to the auditors and has been circulated by email to Directors. This includes policies and procedures adopted for the induction and training of Trustees. GW thought it important that all Trustees were involved in the writing of this report. LB suggested a separate Finance and Audit committee. HB thought it was a very useful document. It was decided to discuss this at the end of the meeting.
6. **HR** -
  - a) **Staffing/Recruitment Update:** Some staff left at the end of the summer term, including the late resignation of the Office Manager at HP. There is a new appointment of a Finance Assistant to work with LB and at present she is also working in the office at HP. An NQT has been appointed to cover

the teacher on maternity leave and she has started work already to ensure a seamless transfer when the teacher takes her maternity leave.

b) **Policies Update:** CH explained that over the summer holidays, meetings had been held to update two policies. The Local Government pension schemes were reviewed, and it was suggested that a middle line could be taken with regards to early retirement pension on the grounds of ill-health, so that it would not normally be accepted, but in exceptional circumstances it could be considered. Flexible retirement could be granted as long as it was within certain parameters and would not incur extra financial costs. Once this policy has been agreed, the Executive Head would implement the new policy and there would be a small appeals committee from the Board of Directors. The new policy will be made available for people to comment, so they were aware of the changes and it was agreed that the policy should be in place from half-term.

The second policy concerned the potential to change terms and conditions for new members of staff from a given point in the future. CH said the reasoning behind this was that it was important to simplify the terms and conditions, to make it easier to apply them and less expensive. TUPE regulations still apply to staff who moved to the Academy when the MAT was formed. Teachers' pay and the hours worked will remain the same, but differences in the new policy will include sick pay (teachers will receive sick pay for the same length of time as support staff do now, with the same conditions). GW asked whether there were problems with sick leave which need to be addressed, but CH stressed that although there were no problems at present, it was necessary to address problems which could arise in the future. The policy would also ensure that TLRs are not protected for a minimum length of time, enabling more flexibility and a more dynamic system. JS queried procedure in cases of hardship, but CH agreed that special terms could be implemented in exceptional situations. It was agreed that it is important to be open and transparent and procedures regarding such issues as maternity leave and dismissal arrangements will be highlighted at interview and also included in an induction briefing given by the headteacher; a brief summary of the terms and conditions will be included with the advert. There was also discussion on having a leadership platform, with responsibility payments being given rather than higher salary points. CH ran briefly through the policy highlighting the proposed changes, including the number of hours/weeks to be worked by the different members of staff according to their role, holiday entitlement, notice of termination, activities undertaken outside school. It was agreed that the policy will be circulated by email to Directors, to be discussed with a view to adoption at the next meeting.

## 7. **Curriculum and School Items -**

a) **School Reports:** These have been emailed to Directors. PL thanked the staff for their many enrichment activities, including performing arts and sport. HB said the reports were a fantastic read and congratulated the staff.

b) **Data:** PL was pleased with the Foundation Stage, but very disappointed with the Phonics results in Y1 at SM. The Y2 data was satisfactory, with children performing at age-related expectations. However it was important not to over-inflate the results as sometimes children were not completely secure at the level indicated. With regards to Y6, PL stated that the SATs results at the three schools were unusually disappointing. The SATs results at HP were very disappointing, and SC agreed that the work ethic and attitude of this cohort of pupils were poor. PL was also disappointed that results at RC and SM put the schools in the 60-70 percentile; some children at RC narrowly missed the upper level, both schools had a difficult Y5 and at SM there were children with behaviour issues and with SEN. However, PL thought the results should have been better, but agreed that it had been a difficult year with the change to Academy status and extra administration issues.

GW had provided a PowerPoint presentation with graphs showing achievement of classes at the end of the summer term. In Reading, Writing and GPS there is work to be done in all three schools to raise achievement levels, with Writing (especially by boys) and Spelling being key priorities. Y5 at SM has performed very well, particularly in Literacy; Maths is good but more work needs to be

done with Pupil Premium children. CH asked whether this data would be used to inform performance related pay, but PL said that this is judged on results but also on many other factors. Action plans include the use of PPA time for teachers to undertake shadow observations of high-achieving teachers. At RC a new strategy in Maths is to mark pupils' books during playtime so that any problems can be flagged up immediately. Targeted intervention will take place in the different key stages. PL informed Directors that the MAT is now part of the Rugeley collaboration of schools, who are undertaking peer reviews. Etching Hill School will be visiting RC next week, looking at Spelling, Writing and Pupil Premium arrangements. A final presentation slide showed that RC and SM have achieved the Attendance target of 97%, with HP just missing the target but very close. Parents are sent information about class attendance records in the school newsletter.

c) **Pupil Premium Reports:** There is generally weaker performance of Pupil Premium children in the older year groups; however, these pupils are on the SEN register and this is being addressed with intervention. PP reports are on the website.

d) **Sports Funding Reports:** These appear on the website.

e) **SEF:** This will be sent out to Directors who can ask questions and challenge at the next meeting. It has been discussed during the Inset week with staff. Each member of the SMT has a role in producing the SEF.

f) **Questionnaires:** The results of the questionnaires have been emailed to Directors. There is a huge amount of data, but staff have been encouraged to discuss the findings and to decide what they can do to make a difference or maintain/improve positive attitudes amongst the pupils. Low-level problems of behaviour at lunchtime have been addressed by setting up lunchtime clubs for children. On the whole, responses were very positive.

g) **SEN Report:** This has been given out.

h) **Website Update:** This is about to go live within the next week and the office manager at RC will be in charge of the website.

i) **Extended School Feedback from HP:** Parents at HP were not keen on using the Care Club at RC, so it has been decided to continue with the Care Club at HP, with alterations and improvements, (with a review after 12 months) but the fees for this facility will be increased to match the other two schools in the MAT.

j) **Inset Days:** These were a great success, the three schools were well prepared for the new academic year and this will be repeated in future years.

## 8. Directors -

a) **Strategy:** PL introduced this item by asking Directors how they considered the present situation of the MAT. HB thought that Directors know where the three schools are placed at the present time, not outstanding due to the dip in data this year, but they also know where the three schools are going, with the Action Plans in place to improve their standing. LB said there are still procedures and policies to be arranged, with pressures from the DfE, EFA, auditors etc to have everything in place. CH emphasised that TSSMAT was still ahead of many other schools in a similar situation. PL considered there have been challenges, including the number of NQTs and the conversion to Academy status, but more experienced staff have now been employed and he has been able to delegate to ensure people are responsible for specific areas. GW said it was important to have the right people in the right jobs and retain them and Directors felt that the Academy now was stronger a year into the process; with teaching, management and leadership systems now in place, PL is able to move forward and take an overview, working alongside teachers, leaders and middle leaders in schools.

Directors considered that it was now important to ensure that the back office functioned effectively, so recommended that an advert be put out to appoint someone to run the office at HP (with additional duties and MAT responsibility in time), so that the finance assistant and LB could work together at RC.

b) **Growth of TSSMAT:** PL considered that at present TSSMAT was good with outstanding features. It was agreed that the existing schools should grow:

At RC, CIF funding will be sought to build two new classrooms, with the PAN being raised to 20 and providing 140 places in school with a 20-place Nursery. At present RC is oversubscribed, but it is planned that by September 2017 there will be 10 full-time places available in Nursery.

At SM, there are 84 on roll, but spaces for 105, so it is important to fill these places. As families often want to choose a school with nursery provision, it is planned to offer nursery provision of 30 hours from September 2017. In order to do this, the age range of the school needs to be amended and a business plan in place. There is a PAN of 15 and it will be possible to take 12 Nursery children; a Nursery Nurse would be appointed to work with the teacher.

At HP, there are 48 children and spaces for 84. To accommodate a Nursery, the school would need a mobile studio or new building as there is no space for a Nursery at present. There have been a number of enquiries recently about school places at HP.

There was general agreement that more should be done to advertise the three schools and proposed Nursery provision, with HB suggesting the use of school notice boards and discussion on using Facebook (GW will look further into this); it is hoped that LB will have more time in future to do business plans and work on attracting more applications to the schools.

JS enquired about Holiday Clubs and it was agreed that there would be a lot of interest in this. PL stated that the Extended School provision needs to be improved and it would be a good idea to provide a Homework Club; PP money could be used for this as it would be an asset for PP children to attend this. PL suggested that there may be money available in the future to appoint an intervention support manager to work in the afternoons and run the Homework Club.

Directors were asked about the feasibility of taking on more schools into TSSMAT. MHC thought it would be good to have a year to consolidate the Academy and to improve results. However, PL informed Directors that TSSMAT has been approached by another school and an existing Federation with a view to joining the Academy. These are local schools which are outstanding and are Church Schools. Although LB agreed that this would involve more work, she could see the benefits of having a greater number of schools (she had been told that 10 schools make an Academy financially viable): for example, there could be a Facilities Manager who would run the minibuses and staff would not need to take on more than one area of responsibility. CH said it was important to integrate with the right schools and to ask what these schools could offer TSSMAT. PL confirmed that both schools would wish PL to act as CEO over the MAT. These approaches by outstanding schools were seen by Directors as a great compliment and it was agreed that PL will report back to Directors after meetings with the two schools.

c) **Training Requirements:** MHC will undertake Level 2 Safeguarding, probably through her own school. PL will book RaiseOnline training for all Directors.

d) **LAGs Update:** Appointed members of the LAG attended a tour of the three schools and all appreciated the opportunity to see the schools. HB thought the group gelled well together and said the schools looked fantastic. PL said it was encouraging to see that the schools all looked part of the same family of TSSMAT. HB and PL will discuss the format of the LAG meeting on 14/11/16 and HB thought it was important to find out what the members of the LAG wish to find out and do.

e) **Feasibility Study:** This has been undertaken by Entrust.

## 9. Any Other Business -

a) **Pay and Conditions:** *Confidential item*

b) **Trustees' Report:** Directors returned to the issue of the Trustees' Report and it was agreed that PL and LB would complete as much as possible and ask individual Trustees to complete certain sections. Trustees will review the report at the next meeting.

c) **Intangible Fixed Assets:** LB informed Directors that a paragraph regarding intangible fixed assets should be added to the MAT's Depreciation policy. This additional paragraph was approved by Directors.

d) **Dates of next meetings:** Meetings have been arranged as follows (all meetings at RC Friday 8-10am):

- 14th October
- 18th November
- 16th December
- 20th January
- 17th February
- 24th March
- 28th April
- 26th May
- 23rd June
- 14th July

Signed.....

Date .....

Chair of Directors

Item	Action to be taken	Action by whom	Action by when
3	Complete Pecuniary Interest Form	PH	14/10/16
4/8c	Arrange Level 2 Safeguarding	MHC	14/10/16
5a	Attend Members' meeting	HB/GW	October
5b/9b	Complete Trustees' Report with contributions from Directors	PL/LB/Directors	14/10/16
6b	HR Policies: LGPS Policy - ask for feedback and implement Terms and Conditions: review	LB/CH Directors	24/10/16 14/10/16
7e	Review SEF	Directors	14/10/16
8a	Appoint office manager at HP	PL/LB	asap
8b	Ensure Nursery places at SM and full-time Nursery places at RC and advertise these. (Facebook?)	PL/LB GW	September 2017
8b	Provision of Holiday Clubs and Homework Club	PL/LB	tba
8b	Meetings with schools, report back	PL	14/10/16
8c	Book RaiseOnline training for Directors	PL	14/10/16
8d	Discuss format of LAG meetings	PL/HB	14/11/16
9a	Review pay structure	CH/LB	14/10/16