

**Minutes of Directors' Meeting  
20 September 2019 8am**

Attendees : Mr P Lovern (PL) (Executive Head), Mrs H Bowman (HB) (Chair of Directors), Mr C Bradshaw-Smith (CBS) (Director), 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)

Also present for Item 3: J Wynn (JW) (Head SM), N Jarrett (NJ) (Head RC), E Howard (EH) (Head AS)

Present for Item 15: M Lambert (ML), Item 16: J Bowman (JBo)

Clerk: Mrs A Howard (AH)

RC: Richard Crosse

SM: St Mary's

TH: The Howard

AS: Anson School

EYFS: Early Years and Foundation Studies

TA: Teaching Assistant

EXS: Expected standard

ARE: Age-related Expectation (EYFS)

GD: Greater Depth

GLD: Good level of development (EYFS)

SEF: Self-Evaluation Form

GDPR: General Data Protection Regulation

PSHE: Personal, Social and Health Education

SEEF: Salix Energy Efficiency Funds

CIF: Condition Improvement Fund

1. Welcome and Prayer
2. **Apologies** - Mrs M Havelock-Crozier (MHC) (Vice-Chair of Directors). AH will update the attendance register.
3. **Head of School Reports -**  
St Mary's

JW presented the data for the end of the summer term, starting with EYFS children who showed good progress with 79% attaining ARE or better; now in Y1, these children are working at Y2 level. In Y1, there were only five children and one boy who has not passed the phonics test is being monitored. The work of Y2 children was externally moderated; there were 2 boys working at GD and 69% of the cohort attained EXS or better. Some in this cohort have emotional and behavioural needs. There were six children in Y3 including a traveller child who did well despite gaps in education. In Y4 there were 15 children, some working at GD, two SEN children and a number of children who had moved from a neighbouring school due to close. The challenge for Y5 children is to attain more GD; a child with dyslexia child made good progress. JW was proud of the SATs results for the Y6 pupils as it was a challenging year group with many issues; 84% achieved at least EXS in Reading, Writing and Maths and 33% gained GD. JW considers that they made good progress and they were prepared well for high school and to be good citizens. The progress charts showed positive progress and this internal data shows which individuals should be targeted. The SENCO has helped, particularly with families and children who have issues. PL agreed that it was important to ensure that the curriculum is interesting and there is a good balance to keep the children engaged. The priorities for this year are preparing for a SIAMS inspection, continuing with the outdoor learning and nurture, monitoring and targeting children needing encouragement, love and support. The targets for Y2 and Y6 involve more working at GD. There is a successful spelling intervention.

CH asked about staff morale and JW affirmed that his staff was excellent and working together brilliantly as a team. He plays to the staff's strengths and the TAs have a great impact on the SEN children in school. JW was thanked for his report.

#### Richard Crosse

NJ presented the data for the end of the summer term, starting with EYFS who had 82% working at ARE. Children in Y1 made excellent progress, with phonic results of 100%, 92% achieving EXS in Reading and Writing and 85% in Maths and Combined subjects. The target is to increase the number of children working at GD. In Y2, there were 2 SEN children and 1 being monitored. There is a mixture of abilities, but Reading and Maths were a particular strength; 87% were working at EXS in the three subjects. The high standards of the Y3 children were sustained with 84% achieving EXS in Reading and Maths, 78% in Writing; the NQT teacher was congratulated on her work with the class. The NQT teacher of Y4 was supported by her mentor and the results reflect this: 78% achieving EXS in Reading, which was a strength, 67% in Writing and 72% in Maths. Interventions are continuing with this cohort. Children in Y5 made excellent progress, with 89% reaching EXS in Reading and Writing, 84% in Maths. A number of children are working at GD, particularly in Reading. The SATs results for Y6 show excellent attainment: 92% achieving EXS in Reading, 100% in Writing and Maths, with a Combined score of 92%. The GD attainment score for Reading was 38%, but NJ would have liked it to be 50%; some children were very close to achieving GD. She was disappointed by the GD score for the Combined subjects and this will be a focus this year. Directors were shown progress scores which were good. *Confidential Item*. However the atmosphere this term is much more positive. HB asked whether RC was Ofsted ready and NJ reported that Ofsted expectations had changed, there was a new framework and a new SEF was being produced. The next inspection could be at MAT level. *Confidential Item*. NJ was thanked for her report.

#### The Howard

PL gave the report for the end of the summer term on behalf of the headteacher who was doing outreach work on teacher training. At TH, 100% of the EYFS children achieved ARE which was a good increase on previous years. The Y1 cohort was strong and able; there will be a target on achieving EXS in Writing and GD in all subjects. There has been a slight drop in Phonics, but it is a small cohort. In Y2, Reading was a strength with 82% gaining EXS; 73% achieved EXS in Writing and 64% in Maths. These were externally moderated and the moderator made very favourable comments. A target is to improve the Combined score. In Y3 there are 5 children, of whom 3 children are SEN; there is a target of one child to gain GD in Writing. Y4 children achieved 90% EXS in Reading, 70% in Writing and 70% in Maths. Children achieved well in an optional Multiplication Tables Check. The eight children in Y5 were strong in Reading with 88% achieving EXS; 63% achieved EXS in Writing and 75% in Maths. The SATS results for the six children in Y6 were excellent with 100% achieving EXS in the three subjects. It is felt that the 17% score of those gaining GD in Writing could have been higher and a target is getting more achieving GD in the Combined score. Directors were shown progress measures. Staffing at TH is stable and have a positive attitude; the headteacher now has a class responsibility.

#### Anson School

Directors expressed condolences to the headteacher on the death of a member of staff at the school. EH said it had been a very difficult and upsetting time; she was a great loss to the school community. He had wanted to ensure continuity for the class and had taken on a new member of staff as an NQT; she has settled in well.

EH went on to present the data for the school. He was delighted with the school results which were excellent. In EYFS, 15 children achieved 67% ARE and 13% GLD, making 80% at or above the National level. One child did not achieve the Phonics test and will receive continuing support. Two children have been disapplied from the Phonics test in 2018 and 2019 and receive direct intervention. In KS1, at the end of Y2, 80% of the children achieved EXS in Reading, Writing and Maths; 33% achieved GD in Reading, 27% GD in Writing and 20% GD in Maths. The Combined score was 80% achieving EXS and 20% GD. The target is to maintain the GD in KS2. The KS2 results were excellent, 100% gaining EXS in Reading, Writing, GPS, Maths and Combined. 57% gained GD in

Reading, 36% GD in Writing, 57% GD in Maths, 50% GD in GPS and 36% in the Combined score. Progress measures were also very good, with +4.0 progress in Reading, +2.0 in Writing and +3.8 in Maths. Targets are to maintain standards and increase the progress in Writing. Moderation for Writing at KS1 was internal and EH was impressed by the rigorous, open and honest validation process undertaken by the MAT. EH was thanked for his report. Directors were invited to come in to all four schools to look at the work going on there.

4. **Directors' appointments and responsibilities** - HB was proposed as Chair for this coming year and this was seconded and approved unanimously. PH and MHC were proposed and approved to continue as Vice-Chairs. Directors were happy with their present responsibilities; PL asked Directors to inform him if they wanted to change.
5. **Pecuniary Interest** - Directors reviewed their declarations and signed the annual update. There were no changes.
6. **Minutes of last meeting** - The minutes of the Directors' meeting held on 05.07.19 were reviewed and approved with an amendment from CBS regarding best practice with regards to policies; he will take up this matter with PL. Actions had been dealt with or would be discussed at the meeting. The minutes were signed by HB. Confidential items were identified and will be removed from the public minutes.
7. **Finance** - There was discussion on the signing of a contract regarding the installation of a cross at the school. Directors would like to see what the cross will look like. AHod presented the year to date accounts for July showing total income to be £1.669m (against a budgeted £1.6m, around £72,000 better than expected). The EFSA income was £14,000 more than budgeted for and there was a £25,000 start-up grant. SEN funding was higher, with more SEN pupils, there was a better take-up of Care Club and a donation from RC Trustees of £33,000. Nursery figures were slightly down at RC but up at SM. Staff costs of £1.333m were £30,000 better than expected; there was additional staffing in Care Club, savings were made in the offices at RC and TH and there was one less member of staff in the kitchen from April. Around £9,000 was overspent on other costs: extra was spent on building costs, insurances cost more, catering costs were higher, more was spent on administration and ICT due to conversion. However, spending on educational supplies was £31,000 less than budgeted. This resulted in a surplus of £40,000 plus extra devolved formula capital of £78,000; in all, it made a difference of £126,000 from the amount budgeted. It is anticipated that there will be a surplus of £79,000 at the end of the year.

PL welcomed the good news and said that prudence had been very effective. HB also welcomed the figures, but thought that it was a shame that some difficult decisions had had to be made when the financial situation looked more dire. However, PL considered that these decisions had been taken for the long-term good of the MAT and he was pleased that there had been no redundancies this year. CH congratulated PL and AHod as many schools are not in such a fortunate position.

#### Internal audit report

This had taken place on 20 August 2019 and AHod presented the findings to Directors. The Summary of Findings showed every item was green, i.e. Low Risk. The recommendations concerned Parent Pay and Debtors, new requirements for Finance Reports and associating payments to invoices for Purchases.

#### Writing off IT items

AHod presented a list of IT items to Directors to write off; these were agreed and it was suggested that PH (who had left the meeting) be consulted about this.

AHod reported that insurance had been swapped to RPA, a government agency.

8. **HR - Performance Management** CH presented a report to Directors on Performance Management, saying that it was now generally agreed that data driven targets should no longer be used in Performance Management and there should now be a more personalised approach. There will be a day's training for this next week and this approach will be rolled out to the Headteachers and staff on 1 October at Richard Crosse (Directors and Governors are welcome to attend on this day). PL considered that his own Performance Management should be a high priority and should be on the

same lines as that for his staff. It is suggested that there should be a sub-group of Directors dealing with this. The three strands to be addressed in PL's Performance Management could be:

- Change management
- Leadership development
- Visibility of the MAT (internally and externally), including a marketing strategy, communication, Trust image.

Appraisal Policy As a result of the different approach, the wording has been adjusted to reflect this. Directors have been sent a copy of the Policy to consider.

Pay Policy/Teacher Pay increase The updated Pay Policy has been sent out to Directors to consider. Directors agreed that the 2.75% funding increase should be applied across the board, to all pay points, not just the top and bottom points.

Staffing PL and Directors were sorry to note that JBo will be taking up a new post at Keele University; the post of MAT Administrative Officer will be advertised.

Exit interviews These have been carried out at no charge by CH's colleague and were felt to be useful. HB and SC expressed a wish to read the comments.

9. **Trust Growth** - PL proposed changing the name of the MAT to The Staffordshire Schools Multi-Academy Trust so that larger schools were not put off by the reference to small schools. Directors are asked to consider this and, if they have other ideas for the name (ideally using the same initials), to let PL know. PL reported that there has been no momentum from maintained schools to join the MAT, but there are a couple of underperforming MATs who may wish to join up with TSSMAT. CBS wished to know more about the strategy and ethos of TSSMAT and PL explained that it was unlikely that the MAT would approach a secondary school as small village schools were considered to be more like-minded and appropriate to a sustainable model. PL informed Directors that funding was available from the Trust Capacity Fund, up to 31/12/19.
10. **Premises - Salix and CIF funding** CIF funding has been applied for to pay for boiler and heating work at RC, TH and Anson, fire safety at TH and roof repairs at SM. SEEF funding has been applied for, for RC/SM and TH. Anson had this done prior to conversion as it was advised that the likelihood of success is much greater within the Local Authority.  
Buildings PL will request funding from the RC Foundation Trustees to support the internal decoration and new floor coverings at RC and hopefully villagers will have the opportunity to visit the school on a Saturday morning to see the new buildings and decoration. It is hoped that Colton Trust will pay for blinds at SM.
11. **Review of Policies** - The following policies had been emailed to Directors to review:  
Accounting, FOI Publication, FOI, LGPPS, Mobile Phone, Due Diligence - joining MAT, New School Induction Pack.  
CBS noticed that Gareth Wood was still named in one of the policies and HB had some suggestions for slight amendments. These will be notified to JBo. The policies were ratified with these amendments.
12. **Safeguarding** - PL has carried out Safeguarding Level 1 training for all staff.
13. **Health and Safety** - JS informed Directors that she had visited the kitchens at RC and TH towards the end of the summer term. She informed JBo of some concerns, but PL said that it was a particularly difficult time at that stage with a lack of kitchen staff. JS will visit SM this term.
14. **GDPR** - CH reported that her colleague had been favourably impressed by the work undertaken by JBo on GDPR. She had some recommendations but thought that the MAT was ahead of many other schools in this regard.
15. **Sex, Relationships and Diversity** - Megan Lambert from SM and Lead on PSHE gave a presentation to Directors. She explained that the MAT used the Entrust guidance for this, which had a graduated approach to the subject from Reception up to Year 6. It concentrated on relationships and the physical, emotional and moral development of pupils, with an emphasis on understanding themselves and respecting others. A letter is sent out to parents setting out the topics covered for each year group and parents can choose for their child to opt out. In Reception, topics include feelings and family (including different sorts of family arrangements, with an emphasis on love); Y2-

Y5 cover differences, keeping safe, the scientific names of body parts, self-esteem, puberty, inappropriate touching, relationships and loss and aggression. In Y6 girls and boys have some separate sessions and topics include conception and gender stereotypes. ML informed Directors that the curriculum is changing and will be called 'Relationships Education'. She said the aim is to promote tolerance of differences and produce well-rounded children and she encourages the children to write their own questions for a question box; there are a number of books on different PSHE topics in school. CBS asked about gender neutral children and PL and ML agreed that this would be approached in a similar way. In response to questions, ML said that the menopause was not covered in the primary curriculum and JS recommended CBeebies programmes on the subject of diversity. ML was thanked for her presentation.

16. **Website** - JBo gave a short presentation on the new TSSMAT website, saying this should improve communication with parents and was easier to maintain and update. Directors can look at the individual schools, special events, calendar and governance documents and registers. JBo was thanked for her presentation.

17. **Any Other Business** - Date of next meeting: Please note that this has been changed from 18 October to **Wednesday 23 October**.

#### **Dates of next meetings –**

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

Directors meetings: 8am on a Friday

**Wednesday 23** October (with Members)

22 November

20 December (AGM with Members)

24 January 2020

6 March (with Members)

1 May

19 June

10 July (with Members)

Members meetings: 8am on a Friday

**Wednesday 23** October (with Directors)

20 December (AGM with Directors)

6 March (with Directors)

10 July (with Directors)

LAG meetings: 4pm on a Monday

7 October 4pm at RC

9 March 4pm at TH

22 June 4pm at SM

Signed.....

Date .....

Heather Bowman – Chair of Directors

<b>Item</b>	<b>Action to be taken</b>	<b>Action by whom</b>	<b>Action by when</b>
3	Invited to go into schools	Directors	Ongoing
4	To inform PL if wanting to change responsibilities	Directors	23/10/19
6	To discuss best practice with regards to updating policies	CBS/PL	23/10/19
7	To view cross to be installed on school	Directors	23/10/19
7	To be consulted about writing off IT items	AHod/PH	23/10/19
8	Invited to attend Performance Management training	Directors/Anson governors	1/10/19
8	Consider wording of Appraisal and Pay policies	Directors	23/10/19
8	Receive exit interview comments	HB/SC	23/10/19
9	Consider proposed new name for MAT	Directors	23/10/19
11	Pass on comments on policies to JBo	CBS/HB	23/10/19
13	Visit SM kitchen	JS	End autumn term
16	Look at new TSSMAT website	Directors	23/10/19
17	Note new date for October meeting	Directors	23/10/19