

Meeting of the Trust Board of Directors

**6.30 pm Tuesday 24th May 2016
Venue: Axminster Primary Academy
MINUTES**

Directors

Initials	Eligible to attend		Initials	Eligible to attend	
CH	Carol Humphreys	Chair	NW	Nigel Whitaker	Foundation
BA	Barry Allsop	Foundation	LF	Liz Fraser	Mrs Ethelston's
AR	Andrea Rice	CEO	MVdW	Mark Van de Weyer	Foundation
PM	Paul Middlemast	Foundation	DW	David Williams	Axminster
BI	Brian Impey	Foundation	VD	Veronica Dower	Clerk

Item no	Agenda Item	Action
160524-1	Welcome & Apologies CH welcomed the directors to the meeting. No apologies were received	
160524-2	Declarations of Pecuniary Interests & Eligibility There were no interests to declare.	
160524-3	Confidentiality & Register of attendance The confidentiality statement was on the attendance sheet signed by all attendees.	
160524-4	<u>Minutes</u> of the Directors meeting held on 22/03/2016. Part one and Part two minutes were noted and agreed as an accurate record. Matters arising i) The meeting on 26 th April with Graham Jones was cancelled. ii) The MAT governor training was organised in May and well attended, with 25 governors at each of the sessions. All other actions were completed.	
160524-5	CEO Report AR gave a verbal report, and a summary of the six schools, their strengths and weaknesses. AR explained that there will be a full written report distributed prior to the next meeting. Mrs Ethelston's At the last Ofsted inspection in 2008 this was rated 'outstanding' and has not been inspected since. In 2011, a letter from the DFE confirmed that the school continued to be outstanding. Since then, there has been a big turnover of staff, particularly in the autumn term and things have been unsettled. Staff now in place, originally appointed on a temporary basis, are the permanent staff for September. In terms of the church school status, 2013, was the last SIAMS inspection, which achieved outstanding for Christian distinctiveness. The school has a large historic carry forward. Numbers are high, at around 180, so the majority of year groups are full. Reception numbers for September are 25 which is at PAN. Marshwood	

The new head started in January 2015, so has been there for a year. The school was well run and well established, the last inspection was 'good', verging on 'outstanding'. The school needs a final push to get to outstanding. A new Y5/6 teacher has been recently appointed, to start in September. It is a small church school that is very involved in the community of the village, and the extra-curricular side is very strong. It has a strong focus on outdoors, and the teacher with expertise in Forest Schools will be sharing her skills across the MAT. MVdW commented that staff morale has been significantly improved with the new head.

Membury

This is the smallest school in the MAT with 26 children, it was being supported by AR from a 'requires improvement' judgement from Ofsted report in 2013. The Membury governing body was disbanded and an advisory board was put in place. The school joined the MAT in September 2015 and now has a LGB. On two afternoons a week the Membury children go to St Andrew's, which is a great opportunity for them to experience a bigger school. There is a very small pre-school at Membury and a toddler group runs in the village. The quality of education and the standard of teaching is extremely good, but numbers continue to be a challenge.

What is the capacity of the school? Around 50, so it is half full. It has two teaching staff and two TAs.

St Andrew's

A new Head of School has been appointed to start in September. The Ofsted inspection was 'good' in November 2013, with 'outstanding' in leadership & management. AR updated directors on recent staffing changes. NW noted that there has been a big improvement in terms of teaching and numbers since the school formed a federation with Mrs Ethelston's. Pupil numbers were 61 in 2011 and it has since doubled in size. This year the school is funded for 95 pupils, but now has 114 on roll. This is impacting on the budget and class structure. It is very bottom heavy, with a very successful pre-school. Year5/6 is the smallest year group.

Is there any spare capacity to have a floating head or senior teacher role within the MAT? Yes there could be, and also a floating supply teacher.

Staffing: The meeting went in to Part 2.

Axminster

The school joined the MAT in 2014. It was a good school at the time, with very established and long serving teaching staff. A period of unrest followed the SATs tests in 2015. The two pre-schools in Axminster were combined in September 2015 and are now part of the school, this has been very successful and there are now 32 joining reception in September, compared to 18 in 2015. The appointment of a new head of school has been made, and an experienced ex head has been working in support. Behaviour requires improvement and is the main focus. Recent parent forums have been well attended.

Loders

Loders joined as a sponsored academy in January 2015, after an Ofsted inspection when it was put into special measures. This was to do with leadership & management and some issues around the quality of teaching. The previous Ofsted judgement was outstanding. Loders joined the MAT in April 2016, complicated land issues caused the delay. AR noted that it has been very useful looking at the Dorset view of things, and being able to contrast them with Devon.

DW queried: With all the extra work involved, in particular the recruitment of new staff, how do you know we're not missing anything within the 6 schools? AR responded, the heads have been able to concentrate on their own schools, which are run very well. The biggest problem and challenge this year has been the removal of levels and the new curriculum. Once the new data is in, the schools will be able to move forwards. Data is looked at quite vigorously in terms of moderation across the MAT. The MAT itself has gone from strength to strength. Triangulation was reintroduced in the spring term using a range of

	assessment data, formal testing, the books and on-going assessments. This has been extremely rigorous at identifying children requiring extra support.	
160524-6	<p>Academy Performance Targets (progress data) AR explained that once all the papers have been marked the average will be set (100). From that the children will receive their results, giving them above, at, or below the expected level (ARE). There won't be any indication of where children are above ARE.</p> <p>Without the data this year, how do we know that children are achieving their objectives? On School Pupil Tracker (SPT) we are highlighting when children have achieved their objectives, however we don't know if our judgements are accurate, there is nothing to benchmark against. The new RAISEonline data will be an interesting document.</p>	
160524-7	<p>MAT strategic plan A document and draft strategic plan were distributed prior to the meeting by AR and NW.</p> <p>AR suggested that a working party should be set up to look at this in more detail. Both the strategic plan for growth and the plan for school improvement should be included. Directors discussed the scenarios available, the expansion of the MAT, opportunities available and marketing.</p> <p>DW queried the particular expertise and capabilities within the MAT. AR outlined the strengths; it is the combination of formal collaborative working, sharing expertise and improving the quality of teaching, but at the same time maintaining each school as an individual with its own identity. The ability to have six Y6 teachers working together for example is a strength, even the biggest schools in the area cannot offer this.</p> <p>LF noted that a strength was that it was a primary MAT, and not partnered with a secondary school. A growth plan should look at the sustainability of the MAT.</p> <p>Action: NW/VD to arrange a meeting of the working group. (BI, DW, MVdW, LF, AR).</p>	NW/VD
160524-8	<p>Reports from Portfolio Holders A <u>Safeguarding Portfolio report</u> was received from BA and distributed prior to the meeting. BA reported that safeguarding procedures were robust across the MAT. Recent additions about radicalisation, FGM and forced marriages were in place in the safeguarding policies on the websites. The data base, CPOMS, is starting to be used across the schools which ensures secure but ready access to information. Lodgers is in a different format at the moment, but BA confirmed that the required representatives were named. A next step will be to ensure all schools have a sufficient number of staff and governors trained in Safer Recruitment. (Action: BA to report back)</p>	BA
160524-9	<p>Academy Performance Review - SEF Carried forward to the next meeting.</p>	
160524-10	<p>Trust Board self-evaluation – 21 questions Deferred to the next meeting (as a separate area of focus).</p>	
160524-11	<p>Training for Directors and LGB Governors – impact Directors discussed the MAT governor training sessions and impact on governance. All agreed that they were useful and informative sessions and very well attended. CH noted the need for a summary of all the schools as a comparison for LGB governors. Another issue raised was performance management reviews, are these consistent across all the schools? AR agreed that a template summary of the quality of teaching should be in the HT's report. It was noted that Governors should discuss governor visits during the LGB meetings so that directors are aware from the minutes of questions and comments raised.</p>	

	DW noted that at the training session, knowledge of finance seemed an area of weakness. A further discussion was had on evidence within the SEFs and book scrutinies.	
160524-12	<p>Finance</p> <p>i) Approve the appointments of Chair and Vice Chair of the Finance & Audit Committee DW was approved as the Chair and NW was approved as the Vice Chair of the Finance & Audit committee. Finance Report</p> <p>ii) Monitor the academy annual budgets proposed by each LGB and the Trust (MAT) annual budget DW distributed a report and summarised the key points. Information was provided to the directors for LGBs and to the F&A committee. The financial position across the MAT was summarised on one page (full year forecast 2015/16). The MAT is forecasting a deficit of £72,429, (including Lodgers), a surplus of £106K was originally planned. The deficits are appearing in the HUB and at Axminster. AR noted that there was a contingency within the figures. MVdW commented that £102K was available of unspent grants, much of this could be used for the HUB and there was an urgency to allocate the money. BA queried the HUB costs, why is the percentage of money extracted from each school different? NW explained that for smaller schools, the fixed sum will be a bigger percentage for each school, there is then a per pupil cost. BA queried the percentage of school budgets going to the HUB, this is about 14%, is this the norm? AR responded, the DFE expectation is 7%, but the schools also contribute to the SLAs centrally, as well as the top slice for central services. AR agreed that this should be separated out in the future, it probably needs more transparency for the Heads of School. DW commented that the expenses should show what the recurring costs are. Directors queried, should the MAT have a floating sum of money for future challenges? DW responded, the reserves policy requires more detail and a decision made by the F&A committee on the appropriate level of reserves that should be maintained by the MAT.</p> <p>iii) Approve the re-appointment of the Trust's auditors The Board approved the re-appointment of the Trust's auditors.</p> <p>iv) Approve delegated authority to appoint new internal auditor Documents, including a model risk policy were distributed prior to the meeting by DW. A new template policy on risk, along with a revised risk register should be put in place. AW explained that there was input from the Heads originally when the risk register was drafted. DW proposed that the register was split into categories, to bring out the key risks and make sure we are managing the key risks. Other tasks needed are a control self- assessment and the appointment of a new internal auditor, risk awareness needed to improve. Actions: The risk register will be revised by DW, reviewed at the F&A committee and the key risks highlighted at board meetings. The board approved the delegated authority of the appointment of an internal auditor by the F&A committee. (Action). MVdW – highlighted the state of Marshwood church, this should be added to the risk register. Action: BI to provide an update.</p>	<p>DW</p> <p>DW/F&A</p> <p>BI</p>
160524-13	<p>Risk Register/Review Item covered above (iv).</p>	
160524-14	<p>Safeguarding data report AR reported that Jane Lake from Babcock is returning to do a safeguarding audit on 7/06/16.</p>	
160524-15	<p>Chair's/ Clerk's business – update from EFA Bulletins and correspondence</p>	

	Action: VD to distribute 'Keeping Children Safe in Education Part 1' – all directors to confirm they have read this.	VD/AL L
160524- 16	Policy review and approval Directors asked for the date of <u>adoption</u> to be added to all new policies. <ul style="list-style-type: none"> • Health & Safety Policy – now updated with Loders. CH asked for the detail on teachers to be removed from the policy. • Data Protection Policy – <u>approved</u> • Procedure for dealing with allegations against staff – <u>adopted & approved</u>, subject to the addition of the line, '<i>if there are any breaches to this policy it will be subject to disciplinary action</i>'. • Positive Handling Policy – <u>adopted & approved</u> • Debt Recovery Policy – <u>adopted & approved</u> 	
160524-17	Issues raised with the Chair before the meeting - None	
	Date and time of the next Board meeting 18th July 2016 6.30pm. Venue: Uplyme Finance & Audit Committee 14th July 9.15am St Andrew's	

Action

160524-7	NW/VD to arrange a meeting of the working group. (BI, DW, MVdW, LF, AR). Draft strategic plan to be prepared	NW/VD (June)
160524-8	BA to report back on training in 'Safer Recruitment'	BA (July)
1605024-12	iv) The risk register will be revised by DW, reviewed at the F&A committee and the key risks highlighted at board meetings.	DW/F&A (July)
160524-12	v) DW and F&A committee to appoint new internal auditor BI to provide an update on Marshwood Church	DW (June) BI
160524-15	All to read 'Keeping Children Safe In Education Part 1'	ALL (June)