

Meeting of the Trust Board of Directors

6.30 pm Monday 18th July 2016

Venue: Mrs Ethelston's Primary Academy

MINUTES

Directors

Initials	Attendees	Category	Initials	Attendees	Category
BI	Brian Impey	Foundation	NW	Nigel Whitaker	Foundation
AR	Andrea Rice	CEO	LF	Liz Fraser	Mrs Ethelston's
DW	David Williams	Axminster LGB	MVdW	Mark Van de Weyer	Foundation
PM	Paul Middlemast	Foundation	VD	Veronica Dower	Clerk

Item no	Item	Action
1	Welcome & Apologies VD welcomed the directors to the meeting. Apologies were received from BA and CH. Due to the absence of the Chair and Vice Chair, the Directors elected BI as Chairman for the purposes of the meeting (PM proposed, LF seconded).	
2	Declarations of Pecuniary Interests & Eligibility There were no interests to declare.	
3	Confidentiality & Register of attendance The confidentiality statement was on the attendance sheet signed by all attendees.	
4	<u>Minutes</u> of the Directors meeting held on 24/05/2016. Part 1 minutes were circulated ahead of the meeting, Part 2 minutes were tabled at the meeting. The minutes were agreed to be an accurate record of the meeting and signed by the Chair. Matters arising i) Keeping Children Safe in Education Part 1 – this has been read by all. ii) All other actions arising were completed or itemised on the agenda	
6	CEO Report AR outlined the key points in the CEO report (filed as appendix 1 &2) and the following areas were discussed by the board: i)School structure <ul style="list-style-type: none"> • A summary of pupils on roll, net school capacity, PAN (planned admission number), SEN and Pupil Premium. • AR explained that net capacity is based on the building size. Class structure has been an issue, particularly at St Andrew's which is expanding from the bottom up and has a net capacity of 140 with 114 pupils currently on roll. For September 2016, there was no choice but to split two year groups, Year 2 (split between Year 1 and Year 3) and Year 5 (between Year 4 and Year 6). Concerns were raised by parents over this. • At Axminster, 32 will be joining reception in September, so there will be a reception and a mixed reception/Y1 class to keep KS1 class sizes below 30. Y4 and Y5 have also been mixed and will be run parallel. • At Lodders a class restructure will involve putting Rec/Y1/Y2 together, which reduces the big class at the top to just Y5 and Y6. 	

ii) Academy performance data

EYFS – AR explained that GLD is a ‘good level of development’. The national figure is 66%, all schools were above this, apart from Axminster. The introduction of RAPs (Raising Attainment Plans) will ensure a close scrutiny of teaching and the progress of all children.

Year 1 – Phonics test. This has been embedded over the last few years and results were generally good, however at Marshwood further analysis is needed, with the monitoring of the effectiveness of speech and language intervention and the quality of phonics teaching. Axminster results were much better than expected.

KS1 - Year 2

Axminster & Loders were moderated in all three subjects. Writing needs to be a focus, with higher expectations in independent writing across the curriculum. Further work will be done around moderation.

KS2

Results were good in Uplyme, Membury and Marshwood. Axminster results were low as expected, RAPs have been put in place, and an intensive programme of support has been planned using high quality TA’s for intervention in Maths and English. Loders results were disappointing and lower than expected, each child was worth 11% and several were very close on points. Writing was moderated by Dorset and an appeal has been made to Dorset LA as the results in writing were so different to the other test results.

NW: What support will be in place at Loders? GR will be supporting Loders one day per week to improve teaching at KS2 and a further day split between Axminster and Chardstock.

DW: How do we set up an early warning system, or track progress? There wasn’t a real knowledge of where ARE was this year. It is the triangulation of assessment, with books, data and tracking which is reviewed every half term. The big change in the tests this year is the need for evidence, showing that children have used and applied the skills.

LF: Have you seen results for other schools? National results are the only comparison at the moment. Now the tests have been done once, next year will be far easier. It will be all about using and applying, but also some test technique, due to the mixture of questions through the papers. All of the staff have predicted results for each child for next year and the percentage for each year group.

DW: How will we know if Axminster and Loders are on track to achieving their targets? It will be possible next year at each meeting at Trust Board level and LGB level to have the targets set for the end of the year, predicted results and a review of progress.

Directors discussed training around pupil performance and the new RAISEonline.

Action: VD to book LF and MVdW on Babcock pupil performance course in December and review MAT training needs in this area.

iii) Quality of Teaching – (Raising Attainment Plans)

AR explained that teaching quality will be supported by more personalised ‘Raising Attainment Plans’ for each class teacher. AR illustrated the new RAPs with an example from Y1. LGBs should sign off on the targets for each school and each year group in school. The intention is to be holding teachers to account through 2016/17.

LF: How are we making sure teachers are setting challenging and ambitious targets? Targets will be ambitious, all will be above the national average and reviewed each term, and that becomes part of the teacher’s performance management. One target is always around attainment.

Axminster HMI report

The report from the HMI visit was positive. The inspector was very pleased with the School Development Plan and RAPs and a further visit has been arranged for November. The new SDP has a clear focus on improving teaching and outcomes for

VD

	<p>children.</p> <p>iv) Staffing update AR reported on the new staff that have been appointed and support in place. In response to a question, AR explained that Heads of School are accompanied at annual teacher appraisals in the autumn term. Axminster has new permanent teachers in Years 1, 2 and 4 and a good balance of NQTs and experienced teachers.</p> <p>v) Premises update Health and Safety audits have been carried out within the last term at all schools and remedial actions followed up. AA has been employed to carry out maintenance and gardening jobs across the MAT. BI and AR met to look at a condition survey, asset management plans and a planned programme of work. LF recommended also doing a suitability survey, which would be useful for the board.</p> <ul style="list-style-type: none"> • IT infrastructure AR outlined the challenge of central communications to allow remote access by teachers. IT infrastructure should go into the strategic plan, along with work on the website. <p>vi) Safeguarding update The Safeguarding report from Brad Murray – (primary adviser from Babcock) was circulated prior to the meeting. Directors noted the comprehensive report, which should provide a good basis for consistency in safeguarding and safer recruitment across the MAT.</p>	
7	<p>Review Academy Performance (progress & achievement data) Discussed under item 6ii)</p>	
8	<p>MAT strategic plan Directors discussed the strategic plan and progress made. A draft plan was circulated prior to the meeting. Action: The sub-committee to meet again on 21/07/16 at 10am to progress the plan. Directors agreed that a detailed business plan needs to be completed, particularly in terms of sustainable growth.</p>	DW
9	<p>Reports from Portfolio Holders (written reports circulated prior to the meeting, attached as appendices) Finance - DW commented that an operational plan should include the process behind grant applications. No value for money measures are in place yet to show we are achieving this across the board. Pupil Premium – NW reported that this requires more work. This area was addressed in detail at the F&A committee. AR demonstrated the annual report needed for PP for each school, which links the budget to the impact. A similar report is needed for Sports Premium funding. Marketing & Communications – MVdW gave a verbal report. There is a need for a more public face and regular presence in the local papers of Acorn MAT, through the distribution of regular press releases. Newsletters from individual schools should include something from the MAT on a half termly basis. From September, an Acorn press release should be produced in a standard format on a regular basis. Action: MVdW to progress this. HR & Personnel – PM gave a verbal report and proposed looking at information management and information security. It will strengthen the position of the MAT moving forwards. Some HR policies in place are too cumbersome and complex. Action: PM to prepare a report on information governance management and the appraisal process. PM to draft a line for the risk register relating to whistleblowing. EYFS – LF commented that day nurseries and expanding early years and the implications should be part of the business plan. Questions raised by LF through her school visits were:</p> <ul style="list-style-type: none"> • Have the learning journeys going on to Tapestry been thought through by the teachers, will it show progression? • Is there enough support in place for all the teachers in the EYFS though the Heads of School? 	<p>MVdW</p> <p>PM PM</p>

10	<u>Academy Performance Review - SEF</u> AR will produce a MAT SEF, for the autumn, to include strengths and areas to develop.	
11	<u>Trust Board self-evaluation</u> BI reported that 7 responses were received to the online survey. Action: BI to compile a summary of the self-evaluation with areas to develop and distribute.	BI
12	<u>Training for Directors and LGB Governors – impact.</u> LF reported on the Early Years training which was extremely helpful for the visits. The Babcock joint training sessions with the LGBs were also very useful. A meeting on the strategic plan should take place in the autumn, to include the LGBs and teachers.	
13	<u>Finance</u> A Finance portfolio report was circulated by DW along with the budget ahead of the meeting. Directors noted the minutes of the F&A committee, the detailed discussion of the budget and the recommendation of the budget to the board. <u>Monitor the academy annual budgets proposed by each LGB (10+2)</u> DW outlined the key areas of change since the last meeting. Financial performance has deteriorated over the course of two months, mainly due to the rising costs of supply teachers. The Heads of School will be made more empowered and accountable for their budgets from the autumn term. <u>Trust & Academy Annual Year Budget 16/17</u> DW commented that the biggest risk in the budget is around supply teachers, there has been an assumption made around short term absence, so that could be a challenge. <u>Trust & Academy 3 Year Budget Plan</u> This was discussed at F&A and treated as an outlook, further work will be done on reducing costs and optimising revenue. The 3 year plan was noted and will be taken into the strategic plan. DW commented that he will be meeting all the Heads of School to discuss their financials, receiving monthly figures will be a good development for the LGBs and Heads of School and will enable spending decisions to be made based on an up to date knowledge of the budget monitor. The proposed budget for 16/17 was unanimously approved by the board. <u>Investments</u> DW reported that some money should go on deposit to improve returns in the short term. DW outlined the terms of a new account with Lloyds. MdW proposed, PM seconded. The board approved the new account to be set up.	
14	<u>Risk Register/Review</u> DW reported that a new risk management policy was signed off by the F&A committee. The revised risk register has been reviewed by the SLT. Big risks were: preparing for new schools joining the MAT, buildings and funding requirements for capital spend, sustainable MAT size and pension liabilities - costs being raised in pension contributions. The risk register will be monitored at each meeting of the F&A committee and by the SLT. A new internal auditor will be appointed next year.	
16071 8-15	<u>Safeguarding data report</u> This was discussed further under 6vi). NW noted that at school level, LGB safeguarding governors should ensure that they check the single central record.	
16	<u>Chair's/ Clerk's business</u> MAT governance structure 2016/17 <ul style="list-style-type: none"> • The Trust Board discussed the proposed <u>resolution</u> on closed or open meetings for 2016/17. The board passed a resolution that all meetings should be <u>closed</u>. • The board <u>approved</u> the formation of Axminster Local Governing Body in September with new members recruited or appointed and for Membury and Axminster LGBs to meet jointly in 16/17. • Directors considered the need for the formation of a Pay and Performance committee to meet twice a year. The decision will be made at the board meeting in September. 	

	<ul style="list-style-type: none"> Directors discussed the vacancies on the board. Action: All directors to consider the need to recruit for next term, in particular potential directors with experience in education. 	ALL
17	<p>Policy review and approval</p> <ul style="list-style-type: none"> Acceptable Use & E Safety Policy Statement - approved Code of Conduct for Staff Policy - approved Confidentiality Policy - approved Data Protection Policy - approved Education of Children in Care Policy - approved Finance Policy - approved Freedom of Information - approved Governor Allowances Policy - approved Preventing Radicalisation Policy - approved Self- Injury Policy - approved Sex Education Policy – approved. LF commented that the policy contained too much on how the policy was being delivered. Social Media Policy - approved Support Staff Probation Policy - approved Violence towards staff - approved Work Experience Policy – approved <p>Directors discussed statutory policies and the website. It was agreed that these should be progressed as a matter of urgency.</p>	
18	<p>Issues raised with the Chair before the meeting</p> <ul style="list-style-type: none"> Calendar of meetings – VD to distribute revised version and contact CP. <p>The meeting closed at 9.45pm</p>	VD
	<p>Date and time of the next Board meeting 22/09/2016 1.30pm Acorn Centre, Axminster Finance & Audit Committee 15/09/2016 9.30am</p>	

Actions

6ii)	VD to review MAT training needs in pupil performance data (RAISEonline).	VD (Sept/Oct)
8	Strategic plan sub- committee to meet – 21/07 at 10am.	
9	MVdW to progress Acorn newsletters and press releases.	MVdW (Sept)
9	PM to prepare a report on information governance management and the appraisal process. PM to draft a line for the risk register relating to whistleblowing.	PM PM
11	BI to compile a summary of the self-evaluation with areas to develop and distribute	BI (Sept)
16	Board to consider the recruitment of new directors	All
18	VD to prepare revised calendar of meetings and distribute	VD