

Meeting – Part I Minutes

Date/Time	Monday 16 th April 2018, 6pm	Location	The Atrium Studio School			
Attendees	Initials			Attendees	Initials	
Rachel Shaw	RS	Executive Principal		Peter Brown	PB	Ashburton Representative
Chris Elliott	CE	Widecombe Representative		Nigel Gore	NG	Atrium Representative
Sarah Parker-Khan	SPK	Vice Chair/ Foundation Director		Andrew Faulkner	AF	Ilington Representative
Dominic Course	DC	Moretonhampstead Representative		Graeme Cock	GC	Chair

Apologies	Initials	Reason (Category of Governor)
Samantha Tse	ST	Personal

Absent without Apology	Initials

In Attendance	Initials	(anyone who is not a governor/associate)
Rachel Hill	RH	Clerk
Chris Daniel	CD	Health & Safety
Matt Messias	MM	Atrium Head
Des Stokes	DS	Widecombe Head
Beverley Garland	BG	Buckfastleigh Head
Jan Hillman	JH	Buckfastleigh Head
Louise Lee-Gammage	LLG	Ashburton Head
William Bentall	WB	Moretonhampstead Head
Tammy Docking	TD	Ilington Head
Paul Collins	PC	SDCC Head

Minutes to
Attendees
Apologies
School Website
Members

No	Agenda	Led by
1	Welcome and Apologies	GC
2	Declaration of Interests	GC
3	Chair's Report	GC
4	Executive Principal's Report	RS
5	SDCC Ofsted Report	PC
6	Finance Manager's Report	ST
7	Agree Accountants and Auditors	RS

8	Local Governing Bodies Reports	Executive Heads/Principals
9	Review sub-committees/Governing Body structures, terms of reference and delegated powers	RS
10	Agree Premises Management Plan	RS
11	Approve Calendar of meetings for next year	RS
12	Preschool Updates	Executive Heads/Principals
13	Policies Confidentiality Data Protection e-safety ICT Code of Conduct Privacy Notice	CD
14	Minutes from the last meeting	GC
15	Date of the next Meeting	RH

Agenda Number	Details of discussion	Decision or Action
1	<p>Welcome & Apologies</p> <p>Apologies received from ST were sanctioned.</p>	
2	<p>Declaration of Interests</p> <p>There were no new declarations of interest pertaining to items on the agenda.</p>	
3	<p>Chair's Report</p> <p>GC briefly reported that he had been involved with both the SDCC OFSTED visit and recent Multi Academy Trust review with RS and SPK. Fuller reports of these two meetings are below.</p>	
4	<p>Executive Principal's Report</p> <p><u>Glendinnings Special School</u> RS reported that getting a confirmed opening date for Glendinnings Special School is imminent. Once the open date has been agreed the grant will be released enabling us to recruit a Headteacher. The Devon SEN's team preference was South Dartmoor as a temporary site however SDMAT preferred Buckfastleigh. Y7's will be admitted first. RS has met with the Head and Deputy Head of Haytor view School who were happy with the proposals for Glendinning House. The DfE haven't been notified of SDCC's OFSTED visit yet but Bea Muckerjee will be doing this soon. Next steps will be looking to recruit a Head, staff, planning the curriculum and work on the site.</p> <p><u>Multi Academy Trust (MAT) Review</u> RS, GC and SPK were involved with the MAT review. The RSC wanted to explore governance and were interested to know if SDCC had ever been placed on the Risk Register. They looked at data in detail. They showed concern about the performance of disadvantaged children and the progress of maths results at a Primary level.. Although it was a tough meeting the RSC were supportive of the direction the MAT was moving in. SDMAT representatives explained they had felt under supported by the RSC and that the Academy needs to be confident that it can ask for guidance.</p> <p>There was a clear directive from the RSC that demonstrable improvement needed to be evidenced by 2019 in the areas raised. The RSC was really pleased with the</p>	

MAT's success with the Studio School and reading attainment and progress across the primary schools.. They advised not to bring Broadhempston Primary into the Academy in September until SATs results have been given for 2018 to ensure the trust had enough capacity to support Broadhempston if needed. . RS reported that having spoken to the Head of School at Broadhempston Primary and their Chair they are happy to continue with the management partnership and extend this beyond August 2018.

Academy Strategic Development Plan 2018-2021

A copy of the document compiled by RS is appended to these minutes. RS spoke to the following key priorities and asked for any questions from Headteachers and Directors.

Vision & Ethos

- All schools to be good or better at their next inspection.
- The Trust has a strong clarity of purpose with the aims and ethos firmly routed in the quality of teaching and learning.
- To strengthen our middle and senior leaders, and grow new ones to ensure we have capacity to support new schools to the trust and become a sponsor.
- To continue to develop links and collaborative partnerships that will benefit our students, staff and communities.

Academy Standards

- All Primary Academies to be at or above the national average for expected progress in Reading, Writing and Maths at KS2 with the school in either the second or first quintile.
- All secondary Academies to be at, or above the national average for students 9-5/4 in English and Maths and with a progress 8 score in either the second or first quintile.
- In all schools, the gap between disadvantaged and non-disadvantaged pupils narrows each year so that the gap is below the national average.
- Post 16 students to continue to make better than expected progress and post 16 achieves an Alps score of 2 or better.
- Ensure there is a rigorous and robust trust wide quality assurance programme that helps to support the school leaders in delivering the best outcomes for children and young people.

RS asked for any questions on the above. *A Governor asked what do we need to do to ensure that the three year aim of all schools being in the second or first quintile is achieved? RS replied that the Trust needed to have a comprehensive teaching and learning strategy making good use of best practice and also ensuring that all levels of Governance understand key performance indicators and can monitor/challenge the schools effectively.*

Teaching & Learning

- Develop a comprehensive Trust wide strategy for the development of Teaching & Learning, linked to key values and ethos.
- Implement a Trust wide CPD programme for school leaders at senior and middle level so we can grow capacity to support each other and external

**RS to compile
a Teaching &
Learning
Strategy
Document**

	<p>schools.</p> <ul style="list-style-type: none"> • Implement a trust wide teaching and learning career progression programme that ensures all our staff have the right skills to further raise standards, deliver good teaching and share good practice. <p>RS advised that a commitment from all Schools needs to be made to release staff for training.</p> <p>RS to compile a Teaching & Learning Strategy Document.</p> <p>Personal Development, Welfare & Behaviour</p> <ul style="list-style-type: none"> • Pupils and students in all Academies to report favourably on behaviour and bullying through pupil questionnaires. • Learning behaviours of pupils and students in all Academies show resilience, perseverance and a drive to learn. • Overall attendance in all Academies to be above national average. • Persistent absenteeism to be below national average in all Academies. • The level of permanent and fixed term exclusions to be below the national average. <p>Recruitment and retention</p> <ul style="list-style-type: none"> • Develop a comprehensive recruitment and retention strategy that incorporates a consistent trust wide appraisal system and career development path. • All primary academies to be the school of choice within their area and for this to be reflected in the number of eligible pupils choosing the school in reception • All secondary schools to be within 10% of their in year 7/year 9 PAN. • All Academies to have teaching roles full ready for the start of the Academic year. • More staff leaving the Trust do so for retirement and promotion, rather than other reasons. <p>Finance & Central Services</p> <ul style="list-style-type: none"> • To ensure that the deficit reduction plan has diminished the deficit to zero by 2012 enabling school leaders to make best use of available resources. • Review roles and responsibilities of central staff and ensure that there are clear lines of accountability for performance at a trust wide level. • Establish new budget planning software and protocols enabling all Academies to have 5 year budget plants. <p>Governance</p> <ul style="list-style-type: none"> • Attendance at Governor and Director meetings to be at least 90% over the year. • All Academies to have a minimum of 6 members of their local governing body. • Schemes of delegation to ensure that LGBs are focussed on teaching and learning, standards and school performance. • Directors have a rigorous CPD programme to ensure they have the necessary skills to govern the Trust. 	
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5	<p>competitive rate.</p> <p>Bid writing has been successful recently. An emergency bid for SDCC lighting has been granted. <i>GC asked 'have you been able to understand why bids have become more successful? CD responded that having time to spend on them and understanding the wider picture helps.</i></p> <p>The Academy has recently secured office furniture for free. JH will speak to CD about desks. Glendinnings have repatched Place House drive at a much reduced cost.</p> <p>CD reported that he has been working with RS on Broadhempston Primary potentially joining the Academy and exploring links with Falmouth University.</p> <p>SDCC OFSTED report</p> <p>PC reported that he had been informed of a 2 day inspection prior to the designated date. With validated data SDCC would not have been flagged as a risk.. The OFSTED report has come out as RI with the 6th form Good.</p> <p>The report came out before the Easter break and was sent to the community before the holidays. SDCC commissioned a press officer from DCC who has written a press statement. There has been some social media feedback which is being monitored.</p> <p>Many key strengths were highlighted by the visit. Safeguarding was effective. Low exclusion rates and strong pastoral activities were favourably commented upon. The OFSTED team were impressed with the extra-curricular activities and the commitment of staff. The EBACC qualification was noted. Prior to the OFSTED visit a decision had been taken that not all students would follow a foreign modern language. Another strength was LEC and also the feeling of a calm and orderly school.</p> <p>Areas for improvement included:</p> <ol style="list-style-type: none"> (1) Persistent absence. (2) Assessment marking and feedback. SDCC now to review policy in light of the inspection. (3) High quality teaching and learning is not consistent enough. (4) Disadvantaged students' progress. As a consequence this system is now under review. (5) Disaffected students; a group of students one of the inspectors talked to had had a skewed view of the School. (6) There was also a sense that the inspection team had witnessed a lack of enthusiasm for learning from students and learning expectations from staff is not high enough. 'Wall paper' students were also highlighted as their hunger for learning in lessons was not evident. As a result of this an adaptation of work to meet students needs has been put into operation. Personalised feedback to students will be given in lessons. (7) Careers education. The Inspector had visited 3 tutorial sessions for 5 minutes and witnessed a range of careers teaching. PC advised that SDCC will be 	<p>PC to work up a headline school development plan for parents and another for students.</p>
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	<p>completely changing the tutorial curriculum next year and removing careers from this so it can be taught at an age specific level.</p> <p>(8) Outliers will be monitored. This includes those pupils who have come from other schools and have had poor attendance which impacts on the progress they make. Monitoring shadow data is no longer a valid piece of work.</p> <p>PC reported that communication with the lead inspector had been limited. It was late on day 2 that he was informed of the final judgement and therefore was not given the opportunity to present additional information. In our other inspections school leaders have known the outcome much earlier.</p> <p>Where next? A no excuses culture will be implemented. SDCC now has a mandate for change. Within 2 years the school will be re-inspected and this will remain the single focus. The Leadership Team will finalise within two weeks the post OFSTED school development plan. RS suggested that in addition a headline school development plan is worked up. One for parents and one for students.</p> <p>AF mentioned that there has been random discussion amongst parents around whether or not Ilsington Primary wants to remain with the MAT. There was discussion about the impact SDCC OFSTED result could have on the Primaries. SPK suggested rebranding and developing a strategy to gently sell the positive. Discussion ensued about talk in the community based on the result. Opinion seems to be mixed. <i>SPK asked how is staff morale given the potential redundancies they are facing as well?</i> PC responded that it is tough but the Easter break gave time for staff to reflect. NG suggested using parents' evenings to communicate the way forward? PC will send out transparent communication to parents that will include SDCC values. PC acknowledged that recent events had been tough. GC thanked PC for his professional manner throughout.</p>	
6	<p>Finance Manager's report</p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p>AF noted that the gyms were proving to be a financial challenge and asked if there was any way the Academy could market them to potential purchasers? RS responded that she had already asked CD to make contact with providers to see if they would be interested.</p>	<p>It was agreed to continue using Francis Clarke as the Academy auditors.</p> <p>DC to review internal audits with ED.</p>
7	<p><u>Agree Accountants and Auditors</u></p> <p>Directors agreed to continue using Francis Clarke as the Academy Auditors. A Governor asked if it was good practice to alternate auditors? Most companies stick with an auditor for 5-10 years so it was felt good practice to continue with Francis Clarke as they know our financial position.</p> <p>It was noted that progress was slow on internal audits. DC to review this with ED.</p>	
8	<p>Local Governing Bodies' Reports</p> <p>BG advised that Buckfastleigh Primary has recently had a Governance Review. The subsequent report has not yet been totally agreed and once finalised will be sent to</p>	

	<p>all concerned. Many recommendations have been made. Going forward BG will Co-Chair the Buckfastleigh LGB with Malcolm Cowper. It is expected that a Chair of Governors will be in school for a day every other week. BG expressed a wish for all Chairs to be provided with formal training and clear role descriptions drawn up for Governors and Chairs. Time commitment for all Governors needs to be made clear. GC agreed with BG and reflected that to do the work of a Chair or Governor meaningfully is not easy. <i>GC asked how Governors could be supported in the future to fulfil their responsibilities effectively? How do you get all of our schools to outstanding? GC asked if we had been effective Governors? GC responded rhetorically that he felt the answer was 'no'.</i> BG commented that the expectation now is for Directors to have a presence in every school on a regular basis and for there to be a collaboration across Chairs and that there needs to be a strategic plan and vision for this. BG reported that she had been advised that all Directors are local Governors. There isn't a separation. JH noted that since the Buckfastleigh Governance review governors had been most responsive.</p>	
9	<p>Review sub committees/Governing Body Structures, terms of reference and delegated powers</p> <p>Three reports generated by RS were tabled for discussion. These reports are appended to the minutes.</p> <p>RS reported that Governance had been discussed by Directors for over 12 months and the reports responded to these conversations. The proposed restructure of Governance has come about out of a need to create some separation between Local Governing Boards and Directors. LGB's should be focussing on teaching and learning. Directors need to be independent and not necessarily Governors as well. RS also proposed implementing a committee whose focus would be around the operational side of the Trust and for the monitoring of children standards and the quality of teaching. In the proposed restructure there would also be a Chair's forum. RS asked Directors to consider who would hold people to account for decisions made. Directors should be people who have expertise in business, education and finance. The Academy has people within its groups who could do this task. RS asked that Directors consider the restructure over the Summer break with the possibility of it being implemented in September. RS would also use Academy Ambassadors who can find quality directors for MATs from the private sector. In terms of Finance & HR it would be beneficial to have another trained accountant on the committee. RS asked Directors to consider how the Academy could effectively ensure our LGB's are monitoring how children are progressing.</p> <p>BG advised that there is more expectation on Directors and Governors now. Directors need skill sets that have a level of strategy.</p> <p><i>GC asked if the agendas are set correctly? Are we pinpointing progress and challenges?</i> The Academy needs to devise a system that serves the Trust's strategic plan well.</p> <p>SPK commented that a Governor's role is to monitor and not judge. It was felt that some LGB's don't have a sense that their accountability is to monitor the</p>	<p>Directors to take the proposed Governance restructure to</p>

	<p>effectiveness of what is happening at the school.</p> <p>RS noted that there is also a need for consistency. Compulsory training sessions should be undertaken by all Governors on monitoring and governance. Local Governors need to be made aware of the changes to their roles.</p> <p>RS asked for an agreement in principal to some idea of separation between Directors and LGG's and for the role of LGB's to be clarified. RS made those present aware that at present the governance structure of the Academy is not fit for purpose. RS asked what the school leaders thought of the proposal? All leaders present were supportive. RS confirmed again that effective monitoring is key. It was agreed that Directors would take the proposal to the LGB's and return to discuss the matter in July. RS agreed to work on a draft handbook. It was agreed to have further discussions about the proposal through email. GC suggested holding a special governance meeting. It was agreed to meet after LGBs have discussed the matter. The governance restructure proposal is designed to avoid duplication, increase accountability and help Headteachers manage their workload. AF noted that the committee had received much information and it was obvious the Academy needed restructure at Director level. Demands of time put on Governor volunteers is not acceptable at present. RS agreed to work on a scheme of delegation and role descriptions for the different layers.</p>	<p>LGB's and return to discuss the matter at a special meeting in July.</p> <p>RS to work on a draft handbook.</p> <p>RS to work on a scheme of delegation and role descriptions.</p>
10	<p>Agree premises management plan</p> <p>This matter to be deferred to the next meeting.</p>	<p>Premises Management Plan to be an Agenda Item for the next meeting</p>
11	<p>Approve calendar of meetings for next year</p> <p>This matter to be deferred to the next meeting.</p>	<p>Calendar of meetings to be an Agenda Item at the next meeting</p>
12	<p>Preschool Updates</p> <p>Moretonhampstead are moving to 5 days a week. Their preferred option is to stay at 6 classes. RS to discuss this with WB.</p> <p>Ilington are currently making a profit. Looking forward, numbers are looking quite low.</p>	<p>RS to talk with WB about Moretonhampstead preschool classes.</p>
13	<p>Policies</p> <p>The Medicines Policy is only for the Primaries. CD will revisit the E-safety Policy following GDPR training.</p> <p>JH asked where are the Academy central policies are saved? RS advised that CD, on behalf of the Academy, will upload central policies onto the MAT website which will then be linked to individual school websites. A copy of the final Academy Policies will also be sent to RH for filing in the Clerk's files. NC to remain responsible for HR policies. Responsibility lies with the schools to send the final version of their up-to-date school policies to the Clerk. <i>AF asked if there should be a</i></p>	<p>CD to visit the e-Safety Policy following GDPR training.</p> <p>CD to meet with RS about central Academy policies being uploaded onto the MAT</p>

	<i>compliance tracker used prior to this?</i> CD to meet with RS about the matter. RH to send policy review lists to CD and to work with individual schools to update them.	website and linked to schools.
14	<p>Minutes from the last meeting</p> <p>The minutes from the meeting dated 19th February 2018 were signed as a true and accurate record.</p>	

The meeting closed at: 20:55.

Date/Time	Monday 11 June 2018 at 18:00	Location	The Atrium Studio School
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