

Meeting – Part I Minutes

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

Apologies	Initials	Reason (Category of Governor)
Louise Lee-Gammage	LLG	Work commitments

Absent without Apology	Initials

In Attendance	Initials	(anyone who is not a governor/associate)
Rachel Hill	RH	Clerk
Des Stokes	DS	Widecombe Headteacher
Matt Messias	MM	Atrium Headteacher
Paul Collins	PC	SDCC Principal
Sam Tse	ST	Academy Finance
Chris Daniel	CD	Academy H&S and GDPR
Will Bentall	WB	Moreton Headteacher
Jan Hillman	JH	Buckfastleigh Headteacher
Emma Dixon	ED	Academy Responsible Officer
Tammy Docking	TD	Ilington Headteacher
Jonathan Davis	JD	Midas Energy

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	Agree Premises Management Plan	RS
6	Committees' Reports	DC
7	Finance	ST
8	Responsible Officer's Role	ED

9	Local Governing Bodies' Reports	LGBs
10	SDMAT Business Interests Update	RS
11	Academy Governor Training	RS
12	Preschool Updates	Executive Head/Principals
13	Policies	NC
14	Review Terms of Reference and Schemes of Delegation	RS
15	Approve Calendar of Meetings 2018-2019	RS
16	Minutes from last meeting	GC

Agenda Number	Details of discussion	Decision or Action
1	<p>Welcome & Apologies</p> <p>Apologies received from LLG were sanctioned. Jonathan Davis, Midas Energy was welcomed to the meeting.</p>	
2	<p>Declaration of Interests</p> <p>There were none.</p>	
	<p>Jonathan Davis (JD), Midas Energy</p> <p>JD reported to the meeting. JD works for Midas Construction Group and gets involved with all heat and power issues. Andrew Faulkner (AF) had invited JD to the meeting to talk about the LED lighting project and how to create a simple strategy for the Academy's future. To this end JD had spent half a day at SDCC with Chris Daniel (CD). Together they walked the site and looked at where the Academy is and where it might aspire to be. JD assessed that the site offers a lot of opportunity but that there is also a lot to do. Good work with the PV arrays has already been carried out. From looking at the metering it is obvious that a lot of electricity is generated on site and this is a good news story.</p> <p>However, there are clearly challenges around the lighting agenda and non-conformance issues. JD's advice was don't try and solve everything all at once. There is a 25th October deadline. There is ambiguity around the quotes. The procurement process could give clarity but it is questionable that it can be done by 25th October. JD's advice was to do what was essential to get compliant by 25th October and to find some finance to address the issue. JD felt this should be the Academy's first priority. Once this was in place it buys time. JD felt that it would be much better if the Academy did the tendering process and to compare like with like as this would be a better approach to a school wide solution. RS explained that the problem was that emergency lighting needed to be installed. Potentially the Academy could get costs covered for this through a funding bid. It needs to be done because of the enforcement notice and RS would not want to have to do the emergency lighting again once the LED project was complete. RS added that she had had advice that the Academy could purchase emergency lights that can be installed and run off batteries. RS also added that the deadline could be extended if this action was taken. JD suggested that the Academy writes and asks under what circumstances they would be happy to extend the enforcement notice. GC suggested establishing a starting point where the risk is and to then manage the project on a timeline. AF added that his concern was the complexity of the arrangements. JD reiterated that the Academy should do what was required to become compliant. This would then give time to look at options. JD added that he could help with feasibility funding and that his expertise was not just power but also heat. JD also explained that he would be working with CD over the next two days. Directors present agreed that they would like JD to continue working with CD on the LED lighting project.</p> <p>JD was thanked for his input and left the meeting at 6.30</p>	<p>Directors agreed that they would like Jonathan Davis, Midas Energy to continue working with CD on the LED lighting project.</p>

<p>8</p>	<p>Responsible Officer's Role</p> <p>Emma Dixon (ED) reported verbally. ED explained that she has already reported to the Finance & HR committee. Unfortunately she will not have capacity to continue the role for the next 12 months. She has been following the Francis Clarke model and looking at management reporting across the whole Academy. All income streams have been internally audited including purchases, payments and the accountability for these processes. ED has also looked at payroll including structures, cheques and balances. ED reported that any changes that happen are in place across all the schools. On the whole the risk is relatively low across the MAT. The greater amount of Academy wide risk still sits within the handling of cash. This is mainly around functions, ticket sales and productions. This risk level is still low.</p> <p>The biggest area of feedback to the HR & Finance committee has been around payroll and contracts.</p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p>RS responded that a management performance process needs to begin. CE asked what is happening about the audit work if you are not doing it next year? ED responded there is benefit to having someone who has an educational understanding to take on the Responsible Officer role. DC asked when do we need to make a decision on the RO role? ST replied by September. It was agreed that ST would contact a firm based in Somerset who already undertake this role for schools to enquire what their costs would be. RS will also approach other trusts and enquire if they could assist the Academy in this area.</p> <p>ED left the meeting at 18.45</p>	<p>ST to contact a firm in Somerset to enquire about costs for assisting with Academy HR and Finance over the summer holidays. RS to contact other trusts and enquire if they could assist the Academy in this area.</p>
<p>9</p>	<p>Finance Report</p> <p>Samantha Tse (ST) reported.</p> <ul style="list-style-type: none"> • There is a £12,000 adjusted surplus as at the end of May. Redundancies at SDCC are yet to come in. • Payments for catering yet to be confirmed. • The budgeted deficit stands at around minus £36k. <p>Key points to note.</p> <ul style="list-style-type: none"> • The supply budget at SDCC has been monitored closely. It is approximately £14,000 over budget. The budget was set very low. It will be over budget by the end of the year due mainly to sickness from key staff at SDCC. • The Sports Partnership is working much better. • The LED lighting project has been discussed above. A second bid is due to be submitted for the fire alarm. The Academy is awaiting the outcome of the CIF bid for kitchen extraction fans at Ashburton. They are asking for an additional quote. <p>AF asked who was soliciting the quotes in respect of the fire alarms? ST responded James Clayden and Chris Daniel. DC asked if the budget figure remains at £10,000 for supply should we resubmit the figure – is it realistic? ST responded that this would need to be monitored closely.</p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p><u>Gymnasiums</u> RS advised that the Academy had looked at outsourcing the gym. The Board of</p>	

	<p>Directors for South Brent gym. have sent a letter to the Academy asking whether funds gained are being put back in as a benefit to the community. RS thought that the gym was taken over from Teignbridge with a handover grant. AF asked is it viable to keep them open? It was agreed that the gym. would remain an agenda item.</p> <p><u>Cash Flow</u> ST reported that cash flow is tight in April/May/June. Next year this will need monitoring. ST advised that the Academy is paying their liabilities every month. An option would be to delay ordering and paying of liabilities to end the of the year. The Academy has to report back on payments to suppliers now. The present results are good but this could deteriorate next year if payments are delayed. GC asked if the Academy could delay ordering certain items and how this would be managed? PC suggested ordering in specified windows of time.</p> <p>SPK asked if budgets for next year were realistic? ST responded affirmatively. There were some admin changes at SDCC which still need to be confirmed and an Art appointment at Atrium. SPK asked do we have enough money to deliver what we need to? ST replied yes, we are submitting a surplus budget for next year. It is tight but realistic. We have talked about strategies to deal with this. LGB's should receive their budgets as soon as possible as they need to be approved before 30th July.</p> <p>RS stressed to all school leaders that no appointments are to be made without checking with Directors in the first instance.</p> <p>RS has approached another Trust in a similar position in order to look at our budgets with their Finance Director. Discussion took place as to how the Academy could be restructured to make savings.</p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p>RS advised have reduced LEP provision. We are looking at class sizes. We need to be rigorous about how many students are required to run a class/subject. DC asked why do all schools have to make cuts when some have been running their budgets well? SPK responded we are all culpable as directors.</p> <p>The meeting returned to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p>GC added we are having to make difficult decisions because we weren't given accurate information. The initial challenge is to get a balanced budget. We should have had better quality information. SPK responded we need to become more aware of what is happening on the ground so we make best use of our greatest asset which is the staff. We are losing sight of the education of the children. AF added the issue we have now is that we are in a tight spot. We still have the same schools, directors, admin, staff. We need accurate information and we need to unpack it and build a model which will enable recovery.</p> <p>Within the proposed governance restructure the skills expertise of potential directors was discussed. Those with a strong educational background, financial expertise and strategic land management oversight were put forward as key qualities.</p>	<p>Gymnasiums to remain an Agenda item</p> <p>LGB budgets to be approved before 30th July</p> <p>No appointments to be made without confirmation from Directors first.</p> <p>Agreed that key qualities for future Directors to include strong educational background, financial expertise and strategic land management oversight.</p>
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<p>15</p>	<p>Approve Calendar of Meetings 2018-2019</p> <p>A meeting planner was handed to those present. It was reiterated that LGB meetings would concentrate on teaching and learning at future meetings. RS spoke through the roles of the committees. The governance restructure need to start in September. Articles will need to be changed and these need to be sent to the Dioces.</p> <p>MM left the meeting at 20.00 and was wished well for the future.</p> <p>RS advised it was down to individuals as to how many people should sit on a LGB. 4 people could do it excluding staff.</p> <p>RS asked who of those present would like to stay as a director? It could be possible to have a dual role as a director and sit on an LGB if numbers on the LGB were low. SPK advised that she would carry on as director but couldn't start until Xmas. DC advised he would like to carry on as a director but would need a discussion with Moretonhampstead Governors first. CE advised he was happy to stay but would like a skills audit undertaken at directorial level. NG replied that as he was retiring at the end of the year he could stay until Xmas. AF said that he had not yet made a decision. The number of directors required was discussed? Eight would be the right number. TD asked do you have someone from another MAT who would be interested? DH suggested a retired Bursar. DH to ask the retired Bursar if he would be interested.</p>	<p>Rewritten Articles to be sent to the Dioces.</p> <p>Clerk to email calendar of meetings to all.</p> <p>DH to ask if the retired Bursar would be interested in becoming a Director.</p> <p>DC, NG, SPK and CE put themselves forward as Directors under the governance restructure.</p>
<p>9</p>	<p>Local Governing Bodies' Reports</p> <p>RS reported. The National Standard has risen. Reading at primaries is good and at greater depth. Disadvantaged remains an issue. Grammar has improved at greater depth. Disadvantaged is not so good. Maths is an area which requires development. All schools are above national with increased marks. Moretonhampstead's results are excellent. KS1 achievement for reading at Ashburton and Buckfastleigh is not good and there is concern around the expected standard. Focus needs to be positioned at this level and moderation is required. Early Years and Phonics look strong. The hub groups have been set up. The key to success of these groups is good feedback to Governors. Primaries have booked in twilight sessions for monitoring of english and maths. Secondaries have spoken to Education South West for moderation. An external SIP will come in to undertake formal monitoring.</p> <p><u>Buckfastleigh Primary</u> JH reported the good news was that EYFS achieved 80%. Good results have been attained in phonics. KSI results were good. However, KS2 really struggled with maths and very few children reached expected.</p> <p>The meeting moved to Part II minutes</p> <p>The meeting returned to Part I minutes</p> <p>Further questions or reports were asked for from school leaders.</p> <p>TD reported that Ilsington had missed greater depth by 1 mark for reader. DS reported Widecombe had two children for special consideration and they were both granted. PC reported from SDCC. They are waiting results with projections in line from last year. There is a level playing field this year. It is difficult to predict where progress will be. Broadly, standard passes across english and maths are similar to</p>	

	<p>last year at 64%. Greater depth grade fives. 38% last year projecting 41% this year. There has been a big turnover in the maths department with Emma Dixon now promoted to leadership status. There have been a number of students turn up to GCSE exams who then did nothing. They gave up before it started. The exam room was a nurturing environment for students with high quality staff on hand and very well run. There is an ongoing battle with post 16 providers who say they can take students who don't require exam grades. Disadvantage is going to be -0.62 based on projections. SDCC absence is improving. EWO time is having a positive effect. Students want to come into school because it is their safe environment. SPK asked are we having any students from off roles coming to SDCC? PC reported that less off-rolling is taking place.</p>	
12	<p>Pre-school Updates</p> <p><u>Ilington</u> TD gave an Ilington pre-school update. Pre-school will only have one member of staff and more structure next year. TD has compiled a document with all procedures and policies in place for the pre-school. RS ask TD to send this to Directors. In June a school development plan for Early Years will be undertaken. Transition documents are good. Pre-school will now go on school pupil tracker. SPK advised that TD has, with the help of Laura, achieved an outstanding SIAMS report for Ilington. Congratulations were extended to TD.</p> <p>TD left the meeting at 20.45</p> <p><u>Moretonhampstead</u> WB reported that provision at Moretonhampstead pre-school has increased from 3 to 5 days over the year. The team leader has been efficient in raising the expectations of staff. There are 29 pupils at the moment with 20 for the autumn term. Outcomes are rising. WB reported that pre-schools will be Ofsted inspected as part of the school. Moretonhampstead would like a set of policies once TD has completed them. Attainment is up in every key stage this year. DC asked do you think the results for next year will dip or maintain? WB responded that he thought it would be maintained. GC asked if is it a requirement to have a Mat wide disadvantaged strategy? JH responded that Buckfastleigh have signed up for Achievement for All and will cascade the training to other LGBs. It was recommended that at director level it would be beneficial to have a named director who is looking at what is happening for disadvantaged children throughout the MAT. It was also agreed that a drive from teachers needed to get children 'there' was required. The message needs to be 'every teacher plays a part in the child's journey. Every child has a right to good education'.</p>	<p>TD to email pre-school procedures and policies document to RS and WB.</p> <p>JH to cascade Achievement for All training to other LGBs.</p> <p>Agreed it would be beneficial to have a named person at Director level for disadvantaged children.</p>
7	<p>Staff Pay and Appraisals</p> <p>RS advised that she would be working on this over the summer break.</p>	<p>RS to work on staff pay and appraisals over the summer break.</p>
13	<p>Policies</p> <p>As the policies had not been circulated Directors were unable to review them.</p> <p>DS, PC, JH and WB left at the meeting at 21.00</p>	<p>Policies to be an Autumn Agenda item.</p>
5	<p>Premises Management Plan and Strategic Plan</p> <p>RS advised that she would work on a strategic plan over summer. There will be a meeting this week for the Premises Management Plan.</p>	<p>RS to work on a Strategic Plan over the summer break.</p>



SOUTH DARTMOOR ACADEMY

Directors

9	<p>Budget</p> <p>It was agreed to approve the budget by email. ST asked for governor feedback and recommendations. It was agreed to start looking at budgets earlier next year.</p>	<p>Budget 2018-2019 to be approved by email. Budgets to be finalised earlier next year.</p>
16	<p>Minutes from the last meeting</p> <p>The minutes of last meeting were signed as a true and accurate record.</p>	

The meeting closed at: 21.15.

Date/Time	Monday 17 th September at 18:00	Location	PH3, SDCC 6 th Form College
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