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|  | <p align="center"><b>DIRECTORS MEETING</b></p> <p align="center"><b>Meeting Minutes</b></p> | <p>Ellis House<br/>Brampton Road<br/>Wath-upon-Dearne<br/>Rotherham<br/>S63 6BB<br/>01709 760370</p> |
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| TITLE: | MAT Director Meeting   | DATE:                 | 9 <sup>th</sup> July 2018 5:30pm |
|        | <p><b>ATTENDANCE</b></p> <p>Chair: Martin Harrison <span style="float: right;">Jackie Oliver (Clerk)</span><br/> Richard Moody, Alison Benbow <span style="float: right;">Alan Richards, David Silvester</span><br/> Tony Price, Katie Hewitt, Carl Fitch<br/> Also in attendance: <span style="float: right;">Jo Davenport T&amp;L<br/>Consultant</span></p> <p><b>Apologies</b></p> <p><b>Apologies were received and accepted from Tony De’Ath</b></p>  |                       |                                  |
|        | Administration<br>Introductions made for the benefit of the new director   | Action to be taken by |                                  |
| 1      | <p><b>PREVIOUS MINUTES</b></p> <p><b>The minutes were distributed at the meeting – not shared previously due to clerking error.</b></p> <p><b>Accuracy: Resolved:</b> The minutes were read and signed and agreed as a true record of the meeting on 19<sup>th</sup> March 2018.</p> <p>MATTERS ARISING:</p> <ul style="list-style-type: none"> <li>• DBS –to chase</li> <li>• MH to ring Hartshaws</li> </ul> <p>ACTIONS TAKEN:</p> <p>Date of new heads meetings to be shared with TP</p> <p>All other actions covered</p> <p><b>Register of Interests</b></p> <p>Directors identified that they held no personal or business interest pertinent to the matters of the meeting.</p>  |                       |                                  |
| 2      | <p><b>CONTINUED VISION</b></p> <ul style="list-style-type: none"> <li>• <b>Trust Improvement Plan</b></li> <li>• Trust Offer</li> </ul> <p>The CEO shared a powerpoint identifying where we are since the last meeting devised a JMAT North and JMAT South. Further schools have expressed a desire to join us and discussions around a 3<sup>rd</sup> Hub will take place on Thursday when the CEO is meeting with RSC to discuss impact so far. The South Hub performance has increased over the last 12 months with their data profile increasing significantly. It was noted that their catchment area is a more stable and affluent one than in the North, thus they should be performing at a higher level - this year the data shows that they are now in line. Directors asked which of the South schools had converted. None to date. The CEO stated that there is still an opt-out in place explaining the teething problems. There have been clashes re: systems and procedures which have now been cleared in 6/7 schools. One needs movement still.</p> <p>Directors asked whether JMAT will look for the RSC to nominate schools, and if so do we have the capacity to take them on.</p> |                       |                                  |

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|   | <ul style="list-style-type: none"> <li>• <b>New conversations</b></li> </ul> <p>The CEO confirmed that there are 8 schools in the conversation now. Meadowview are a successful school and highly regarded who are looking to join one of the two hubs, they will bring enormous value to us. Their application has gone to RSC. Brinsworth Howarth are keen to join (HT: Maxine Crawford). St Annes, Ferham, Kimberworth and Broom Valley all currently work together as a learning community with the latter filling the morale purpose and vision for the trust set against the original 14 schools who are generally performing well. Therefore the CEO demonstrated that if asked to take a vulnerable school, they are already lined up. These school have approached us. Directors questioned the grouping geographically and asked for consideration as to whether it would be possible to mix and match to allow for collaboration, systems leadership. The CEO identified that the 3<sup>rd</sup> Hub has created itself. St Annes and Ferham hit all the triggers for concerns. The CEO reiterated the idea behind the “Affiliation” route which creates space and time conversion. The special schools will be taking the Affiliation route and this means that JMAT are not responsible for them. In lieu of financial commitment a resources one will be made with each special school allocating 40 hours into each hub. Directors questioned the route of affiliate instead of full membership for the special schools with the CEO confirming that JMAT’s specialism is primary and that the special schools are through schools. Director’s highlighted concerns and risk management in terms of the vast cultural difference identifying that our strength has relied on being a solution which is community based. Directors raised concerns over the complexities within that community comparatively. Directors asked If they are not picked up by JMAT what will happen. The CEO confirmed that they would be pushed towards another organisation. Directors were reminded of our due diligence process to ensure that finances and other aspects are considered. The DfE see “Affiliation” as a gradual process to Academisation. The CEO highlighted to Directors the journey travelled with existing schools within the MAT and advised that by affiliating first this gives us time build the offer. CEO noted that they have a drive to belong, JMAT have a proven track record and structure awarding confidence to people when in conversation. Directors enquired whether extra resources are required to support these schools? The CEO confirmed that this is not the case and advised that there will be a nominal charge of 0.5% for their affiliation. Directors enquired why the stronger schools in their area aren’t supporting them with one Director understanding that the heads get together regularly. The CEO discussed the anomalies around stand-alone MATs and the different relationships that exist. Time frame and impact if not improving was discussed with a confirmation that until academised the pressure from DfE for their performance is none existent as JMAT are not accountable, but morally there is a need to ensure that the affiliation is having an impact. A logical time frame will be shared at the Spring Director Meeting – review. CEO confirmed that OLASJ and Todwick are affiliated already.</p> | JO<br>08/04/2019                 |
| 3 | <p><b>STRATEGIC ISSUES</b></p> <ul style="list-style-type: none"> <li>• <b>Reflections to date</b></li> </ul> <p>Academic Report to be shared early in the Autumn Term – Focus was Reading and Phonics.<br/> KS2 results are due in on 10/07/18 early Teacher Assessment shows that they are on an upward profile – Data set to be shared after 10/07/18.<br/> KS1 data is already published and here the focus of reading has led to an increase by 4%. Phonics and the programme Active Phonics has had an increase of 9% with 84% meeting the screening in Y1. 5 schools achieved a 5 year high on their attainment and the EYFS good level of development has remained static.<br/> Therefore JMAT have met the focus from 2017 plan.</p>   | DS – Sept<br>2018<br>JO 20/07/18 |

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|   | <p>Deputy CEO stated that the initial feeling from SATs is that there were some Challenge, i.e. reading paper and maths.</p> <p><b>Successes of the Trust:</b></p> <p>Growth has been significant. SEN and the inclusion offer is coming together with the recruitment of Helen Gill. There are no vacancies in SLT across any of our school. No teaching vacancies either due to retention of our most favoured NQT's from the ITT Schools Direct Route and the gamble has paid off re; over staffing.</p> <p>The Diocese of Sheffield Academy Trust are in need of systems and they have been advised to copy JMAT, Thus we are now in a position of holding an economy of scale. We have resolved budget issues in two schools both of which are now on a stable footing.</p> <p><b>Negatives:</b> – Job Descriptions are still outstanding. Governance issues in one school has led to JMAT intervention to ensure that governance becomes effective. On further schools budget outlined that the Trust were not complicit in terms of PFI. The CEO confirmed that there had been no help from the LA, leaving the school with a huge deficit. This has been reduced significantly with support for the head looking at cost savings. CIF bids were unsuccessful with the exception of 1 school – an appeal has gone in against two further bids. The CEO confirmed that next year JMAT receive an on-going fund. Payroll glitches have transpired due to the retirement of our HR support and changes implemented – these have affected the relationships with the South Hub. ITT numbers are down but we are in a better place than most others. H&amp;S anomalies from LA systems leave the trust none compliant – New H&amp;S programme is being introduced to ensure we meet the high standards of our insurers RPA in Sept 2018.</p> <ul style="list-style-type: none"> <li>• <b>Capacity</b><br/>Being reviewed currently.</li> </ul>  |  |
| 4 | <p><b>PERFORMANCE MANAGEMENT and STAFFING</b></p> <ul style="list-style-type: none"> <li>• Resources / People – aligning output</li> <li>• <b>T&amp;L Consultant Jo Davenport (JD)</b></li> </ul> <p>Jo Davenport was introduced to the Directors with the CEO confirming that she has been integral to the team from day 1. JD demonstrated a taste for what has been done with her assessment point 4 report. JD explained that the T&amp;L consultancy covers 3 distinct areas – Specialist, Research and Development &amp; Project work. JD has a background in English and as a deputy head of a large primary school in Barnsley. She has worked with AB historically offering specialist support covering the whole curriculum, English and Leadership support to school strategically. For JMAT JD has been allocated to specific school(s), Wath Central to focus on building the leadership team, coaching them to improve themselves. Teacher support is offered at elbow for planning, CPD, Inset etc. all linked to the school improvement plan. Under Forge TSA, we are the NPQ sponsor for leaders and JD is tasked with looking into the issues around recruitment and retention, thus we are trying to grow our own. JD has implemented TA network meeting as she considers these to be the driving force in some schools. JMAT are able through JD to signpost to SLE's for system leadership which is readily accepted into school by peers. In terms of ITT support our students work with Jill Carr and Dianne Harris to ensure that we have a wider approach than other providers. JD is working with ROSIS to ID school needs. The research and development groups, Curriculum, Reading and IT – worked well and were driven by the delegates this facilitated best practice visits and has had a major impact in school in overhauling the curriculum. Reading – we have expanded our quality text to teach from but this group has reached the end of its life now, therefore a move towards joint review of DEPs, identifying common threads. JMAT are working towards breaking down geographical areas and each working group will now be run as a</p> |  |

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|                                       | <p>project measured against improvement. Directors asked whether the Y6 transition meeting has gone ahead. The CEO advised that Julia Sharkey from Wath Comprehensive has been in today. JD confirmed that the KS3 Springboard team have been involved in the novel study. JD is now looking to gain a foot in through EEF, keep an eye out for DfE bids on the horizon. The CEO concluded in stating that JD has had a great impact across our MAT and that people want to work with her. It was confirmed that JD will be fronting up Forge Teaching School Alliance. Directors thanked JD for her informative presentation.</p>   |  |  |
| 5                                     | <p><b>RISK ANALYSIS</b></p> <ul style="list-style-type: none"> <li>• <b>Safeguarding - Exclusion discussion</b></li> </ul> <p>Discussion arose in relation to JMAT getting to the point of being able to say we are a non-excluding MAT. CEO confirmed that we have applied a couple of fixed term exclusions across the MAT. DfE gave £86K to build the JMAT Inclusion Model. From this we have employed Helen Gill who is a SALT, Autism Specialist etc. Her role for JMAT is to build the model within the school structures and rely on the specialist support of KH Director. The on-going costs are to be built in once we are sure that the systems and structure are working effectively. Helen held a SENDCO Day which resulted in a fantastic plan and she is now looking to a SEND reporting system and at filling in the gaps around the Inclusion Offer and trying to ensure consistency within the structure. Directors asked for assurances that children will be kept within their own community while questioning the potential of a PRU. The CEO confirmed that the Outreach resource from Special schools discussed within will be the JMAT version of the PRU with the Head Pysch and LSS to be JMAT led. CEO noted that there is a need for us to do things differently when a family is in crisis and take measures to balance against impact. "Reintegration with intervention to tackle the main causes" Directors identified that the good practice guide suggests not stating that we are a non-excluding MAT and rather lends to identifying as a MAT with the Principal of non-exclusion, thereby allowing a case by case reflection. Directors questioned the top slice being sufficient to recouping the cost of HG long term.</p> |  |  |
| 6                                     | <p><b>COMMUNICATION PLAN and CONFIDENTIALITY</b></p> <ul style="list-style-type: none"> <li>• <b>Governance</b></li> </ul> <p>The CEO brought Directors up to speed with the situation of governance at one JMAT school – LGB to stand down and insert a Transitional Management Board. OFSTED Inspection Project details were shared and all relevant documentation to be uploaded to the website asap<br/>Slides to be shared for the benefit of T De’Ath not present JO to REQUEST SLIDE</p> <p>Directors were invited to attend JMAT on Share conversation back – opportunities to be explored – face to face. Date to be arranged early September 2018</p>  | <p>DS/JO asap</p> <p>JO – Asap</p> <p>JO – Sept 2018</p> |  |
| Date, time, location of next meeting: | Directors Meeting 17/12/18 – 5:30 – to be at NEXT  |  |  |
| SIGNED:                               | (Chair)  | DATE:  |  |

| AGREED ACTIONS             | By Who | By When | Completed |
|----------------------------|--------|---------|-----------|
| Chair to contact Hartshaws | MN     | Asap    |           |

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| Time frame for conversion            | JO    | 08/04/19            |  |
| Check DBS on Single Central Record   | JO    | 10/07/18            |  |
| Helen Gill to Director Meeting       | JO    | Autumn 1<br>2018/19 |  |
| Share JD assessment point 4 report   | JO    | 20/07/18            |  |
| Invite Directors to drop in sessions | DS    | Autumn 1<br>2018/19 |  |
| Ofsted Inspection Docs to website    | JO/DS | Autumn 1            |  |
| Request Slides for TD                | JO    | 20/07/18            |  |
| Drop in sessions for Directors       | DS    | Sept 2018           |  |