

Minutes of the Board of Directors' Meeting held on Tuesday 5 December 2017 at 5.30pm in the Board Room, Silverstone UTC

Present: Doug Newman (DN) Chair
 Paul Atkinson (PA)
 Stuart Banks (SB)
 Julie Dark (JD)
 Becky Midgley (BM)
 Neil Patterson (NP) Principal
 Stuart Pringle (SP) Vice Chair
 Crispin Robinson (CR)
 John Sinclair (JS)
 Zoe Spavold (ZP)

In attendance: Ray Brooks (RB) Observer
 Mark Cusiter (MC) Observer
 Jenny Harte (JH) Observer
 Miriam Lakin (ML) Clerk
 James Moore (JM) Teaching and Learning Lead
 Vanessa Stanley (VS) Deputy Principal

Apologies: Nik Ives (NI)

1. Welcome, apologies and quorum

DN welcomed those present, and in particular the three observers whose membership of the Board would be proposed later in the meeting. DN confirmed that the meeting was quorate.

2. Declarations of Interest

2.1 All trustees had completed a new declaration of interest form.

2.2 There were no further declarations of interest in addition to those already submitted.

3. Health and Safety

3.1 NP had completed a walk around with Lesley Cox from Silverstone Circuits on 17th November. There were noticeable improvements to health and safety in the workshops. Some issues had been identified and the Board were assured that an action plan was in place to address these. Due to staff absence, external suppliers would be sourced to perform some building management system checks, and certain electrical and carpentry tasks.

3.2 Since the last report, there had been no days missed by either staff or students as a result of health and safety incidents.

4. Safeguarding Report

- 4.1 There were no safeguarding incidents to report. There would be a further report from the Safeguarding Link Governor later in the meeting.

James Moore joined the meeting.

5. Teaching and Learning

- 5.1 The Board received a presentation from James Moore, the Teaching and Learning Lead. He explained his role in supporting teachers and ensuring that they were fully trained and that standards continued to improve. He explained how data gathered through the student voice influenced this. JM confirmed that students fed back to one another without teachers present, as this increased the quality of the feedback received. Trustees asked about how students were identified to take part in feed back, noting that in 2017, 40 top performing students had been selected. JM explained that this sample of students gave a good cross-section in terms of the characteristics of the student body, and were able to articulate their experiences well. However, it was agreed that it was also desirable to collect feed back from students who were performing less well. It was confirmed that student voice samples were taken in each of the three terms and that the students who participated were changed each time.
- 5.2 The Board noted the strategy for the development of teaching and learning, including learning walks and dipping into lessons for a few minutes. It was noted that whilst the number of lessons needing improvement had increased since the previous report this was due in part to the greater use of unqualified teachers. JM reported that unqualified teachers were being given full support, and that improvements had been seen following longer lesson observations in September to December. These improvements were not yet reflected in the statistics. JM also reported that there were now more teachers visiting each other's lessons and sharing good practice. He confirmed that informal feedback was given as soon as possible.
- 5.3 Trustees asked about the responses of staff to lesson observations, whether these caused stress and whether notice was given. JM reported that the 'lesson dip' system needed to become more transparent. NP confirmed that teachers were aware of when the formal observation that drove their annual review would take place.
- 5.4 Trustees noted the detailed metrics and observations which drove staff performance evaluation and improvement. Trustees asked if the right amount of data was being gathered, or whether there was a danger of not focusing on the key metrics. NP confirmed that the quantitative measure was

essentially one piece of data per lesson dip, allowing progress to be recorded and tracked. Further to this, there was qualitative data. The Board also noted plans for working with individuals on their Continuing Professional Development. The balance between ensuring that staff felt both encouraged and motivated was noted.

- 5.5 DN thanked JM for his presentation, and asked any Trustee with further questions to raise them via NP.

James Moore left the meeting.

- 5.6 Trustees asked about the performance and development review process for non-teaching staff. NP confirmed that there was an appraisal process in place through which targets were set and reviewed annually. This was supported by conversations throughout the year.

6. Safeguarding

- 6.1 As Safeguarding Link Trustee, JD reported that she had attended a conference on safeguarding, and had carried out an audit. The audit had addressed policies and systems, and she was content that both were functioning effectively. Safeguarding training for Trustees would be run once a year before a Board meeting.

- 6.2 It was reported that there should be one person trained in safer recruiting at every staff interview. Online training was available. DN, JH, RB and SD expressed an interest in undertaking this training. JD agreed to ask for them to be registered to do the training.

Action: NP

- 6.3 The Board also noted the safeguarding action plan which was undertaken annually following a comprehensive audit. There were ten actions to complete in respect of criteria that had been partly met. JD confirmed that staff had gone through these areas with her, and that the action plan would address them.

7. Minutes of Previous Meeting

- 7.1 The minutes of the meeting held on 26 September 2017 were approved as a true record.

8. Matters Arising

- 8.1 **Timing of Health and Safety Walk Around** (Item 5.2)
This action was complete.

8.2 **BT Connectivity** (Item 9.6)

The SUTC had followed up with BT on the number of lines going into the building and had identified a discrepancy for which a refund was being sought.

Stuart Pringle joined the meeting.

8.3 **Bedford College Observer** (Item 8.9)

NP confirmed that he had invited Bedford College to send an observer to the Board, and a response was awaited.

8.4 **Appointment of Trustees** (Item 8.13-8.20)

A separate agenda item would address these action points.

9. Appointment of New Trustees

9.1 The following appointments were proposed:

- Jenny Harte as a Trustee sponsored by Silverstone Circuits Ltd
- Mark Cusiter as a Trustee sponsored by the University of Northampton
- Ray Brooks as a Trustee elected by the parents.

Each appointment would be for an initial term of office for four years from 05/12/17 to 04/12/21.

9.2 The other Trustees approved and supported these appointments, and agreed to recommend them to the Members for approval. The Clerk agreed to seek a written resolution from the Members.

Action: ML

9.3 The Board received and noted a succession plan for the Trustees. NP reported that he had approached an employer partner and Bedford College about nominating a Trustee.

10. Re-Appointment of Trustees

10.1 The end of the first term of office of the following was noted:

- Stuart Banks, Nominated by Silverstone Circuits Ltd, on 02/07/2017
- Paul Atkinson, Nominated by the University of Northampton, on 26/10/2017
- Doug Newman, Nominated by Silverstone Circuits Ltd, on 03/12/2017.

10.2 Each confirmed his willingness to continue for a further four-year term of office. ML confirmed that the Members should be asked to ratify the re-appointments at the Annual General Meeting.

10.3 The Board approved a further term of office as follows:

- Stuart Banks to 02/07/2021
- Paul Atkinson to 26/10/2021
- Doug Newman to 03/12/2021.

The nominee organisation remained the same in each case.

10.4 It was reported that Nik Ives was no longer eligible to be a parent Trustee. However, he remained willing to serve as a Trustee. It was confirmed that the University of Northampton was willing to nominate Nik Ives as a Trustee. The Board therefore agreed to recommend to the Members the appointment of Nik Ives as a Trustee for a second term of office from 02/12/2017 to 02/12/2021. The Clerk agreed to seek a written resolution from the Members.

Action: ML

10.5 It was reported that an external review of governance was taking place. As part of this a fresh audit of Trustees' skills may be necessary. In addition, the DfE required a brief biography of each governor.

10.6 Where Trustees' had a particular skill or experience that they were willing to contribute, the Chair urged them to make this known to him.

11. Principal's Report

11.1 The Board received a report from the Principal which included updates on the following matters.

11.2 DfE Education Advisors' Visit

The visit would take place on 18 December, and Trustees were asked to make themselves available if possible. NP agreed to confirm the time.

11.3 Payroll as a Proportion of Total Income

This stood at 70%, which compared favourably with the target of 80% recommended by the DfE.

11.4 Key Performance Indicators

Trustees noted the latest KPIs including:

- Attendance –the notes accompanying the statistics showed the level of detail behind the figures
- Behaviour and support – the current Year 10 cohort was challenging. Staff were working hard on this, and ensuring that sanctions were in place and rigorously applied. Meetings with the parents of a number of students were happening regularly to try to prevent exclusion. However, a change in attitudes and behaviours would be necessary amongst those students. The SUTC had a successful track record in

putting in place alternatives to prevent exclusion, but this had to be a partnership between parents, students and the SUTC. Trustees asked if there had been an increase in permanent exclusions over the last 18 months. The statistics on permanent exclusions since 2013-14 were checked, and it was shown that there had been no increase, although in the current year, there had been three permanent exclusions at the start of the year

- Student numbers – there were currently 472 students
- Applications for 2018-19 – applications for Engineering were already over-subscribed. This showed the effect of the letter from the Local Authority to students in the catchment area. In the current year, 26 students had registered and had not attended. Therefore, the plan was to over-offer places for 2018-19. A Sixth Form open day would be held at the end of January, and there was a renewed effort to market Sixth Form study
- Staff absences
- Compliments, Comments and Complaints – compliments had been circulated to the Trustees. One complaint had been received and addressed before it had reached the formal stage.

11.5 T-Levels

NP reported on his membership of a development panel to design content for the T-level qualification in design and manufacturing. This was planned to be equivalent to three A-levels, and to begin in 2021. The panel had raised with the DfE some potential problems with the plans for T-levels. In particular it was noted that each T-level student would be expected to have 45 days of structured work placement in order to be awarded the qualification. This had implications for the amount of time available to teach the curriculum, and for the administrative and employer liaison support which would be required to ensure that 120 SUTC students had a placement.

11.6 General Data Protection Regulation

The new regulations took effect on 25 May 2018 and would apply to schools. NP outlined some of the implications for the SUTC including:

- The age of consent for data processing would be 13. Consent must be explicitly given and can be withdrawn. This would apply for example to CCTV, and the SUTC's policies would need to be revised
- Ensuring that data was stored correctly and that staff were trained in the handling of data.

12. Parents' Forum Update

12.1 JD reported that the first meeting would be held on 9th January at 5.45pm. Twelve parents had expressed an interest in joining the forum, and nine were available for the first meeting. NP stated that he would attend at the

beginning of the first meeting to talk about the context and why the parents' forum had been set up.

13. Audit Committee Report

13.1 The Committee had met on 14 November. It reviewed and approved the register of gifts and hospitality for 2016-17. It also scrutinised the proposed changes to the Articles of Association, and recommended their adoption, subject to consultation with the Department for Education. The Committee had also reviewed the findings of the recent external audit. Only three minor items had been identified by the external auditors, and all were being addressed. The Committee also reviewed policies and recommended them to the Board for approval later in the agenda.

14. Finance and Remuneration Committee Report

14.1 The Committee had received the annual external audit report. The external auditors were content with the SUTC's performance over the year and the improvements made in the management of accounts and processes. The year end financial position was positive. The accounts had been duly signed and submitted to the EFA.

14.2 It was reported that due to the additional funding allocation from the EFA, the SUTC was in a positive position and able to support teaching and learning in a more robust way than in previous years. The SUTC was not in a profit position. The additional funding it had received was designed to support it through its growth phase, after which it would be expected to continue on the standard funding basis.

14.3 The Committee also approved bonuses for staff based on performance. DN stated that an external agency had been contracted to provide expertise and suitable comparisons on the performance and remuneration of the Principal.

15. Report from Teaching and Learning Governors

15.1 JS reported that each year a small group of Trustees met each Faculty Head to consider exam performance at Levels Two and Three. Performance had been monitored over a number of years, and a sharper focus and greater consistency of approach was now being observed. JS reported that conversations had been very honest and had considered the grades and qualifications achieved, and the level of attainment of individual pupils. The meetings had been very reassuring. Good practice had been identified, and also some areas where improvements could be made. The quality of feedback received by the students was assessed. The Trustees had seen evidence that students received feedback, knew what it was for, and had targets and objectives as a result. DN added that Faculty Heads had learnt to share best

practice. There were still areas of concern, but the work of the Teaching and Learning Lead had made an impact.

15.2 DN noted that in particular, Engineering had improved greatly from previous years. There was still scope to develop to ensure that both lower and higher performers were suitably challenged. NP reported that at Key Stage 5 the average grade in Engineering was a distinction, however, there could have been greater consistency in challenging certain behaviours and attitudes. At Key Stage 4, 75% of students had made more than the expected level of progress. At Key Stage 2, higher attainers made more progress than lower attainers, which was expected, however, all students made at least one level of progress.

15.3 It was noted that design and technology was part of Engineering, was delivered by Engineering staff, and was also studied by students specialising in events. It was reported that there was currently no way to qualify as an Engineering teacher directly, and Engineering staff were typically either recruited from FE, or from teachers with other science or design and technology specialisms.

16. Approval of Policies

16.1 It was confirmed that the policies had been reviewed by members of the Audit Committee with the staff responsible, and were recommended by the Audit Committee to the Board.

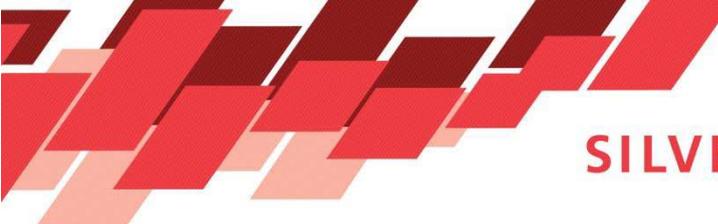
16.2 The Board approved the following policies:

- a. Admissions
- b. Assessment Recording and Reporting
- c. Behaviour Policy
- d. Bribery, Fraud and Corruption
- e. Business Continuity Plan
- f. Charging and Remissions
- g. New Controlled Assessment
- h. Curriculum and Quality
- i. Examinations Appeal
- j. Finance
- k. Safeguarding and Child Protection.

17. Any Other Business

17.1 Thanks from the Board

The Chair asked the Principal to feed back to the staff the thanks of the Board of Trustees for their efforts and the amount of extra time that staff had given to ensure that the SUTC was constantly improving. These efforts were visible to the Board and were greatly appreciated.



17.2 The Chair also thanked the Trustees for giving their time, and the Principal for his work. He stated that he would wish to begin conversations about succession planning for the role of Chair shortly, as he believed that the role should be refreshed regularly.

18 Date of Next Meeting
Tuesday 27 February at 5.30pm at the SUTC.

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Chair
Signed

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Date