

Minutes of the Board of Directors' Meeting held on Tuesday 3 December 2019 at 5.30pm in the Board Room, Silverstone UTC

Present:	Doug Newman	(DN)	Chair
	Stuart Banks	(SB)	
	Joanne Baxter	(JB)	
	Ray Brooks	(RB)	
	Jenny Harte	(JH)	
	Innes Macaulay	(IM)	
	Angela Murphy	(AM)	
	Neil Patterson	(NP)	Principal
	Crispin Robinson	(CR)	
	John Sinclair	(JS)	
In attendance:	Miriam Lakin	(ML)	Clerk
	John McAfee	(JM)	Assistant Principal
	Vanessa Stanley	(VS)	Deputy Principal
Apologies:	Julie Dark	(JD)	
	Julie Muscutt	(JM)	

1. Welcome and Apologies and Quorum

- 1.1 The Chair welcomed those present, and in particular welcomed new trustees to their first meeting. The Chair noted apologies and confirmed that the meeting was quorate.

2. Declarations of Interest

- 2.1 New trustees were asked to complete a declaration of interests as soon as possible.
- 2.2 There were no declarations of interest in addition to those already submitted by the trustees.

3. Safeguarding Report

- 3.1 The Board received a report from JM about the number of cases where there was a significant concern, and broadly what these cases related to.
- 3.2 Trustees asked if all relevant and necessary interventions were in place. JM confirmed that the resources allowed engagement with all the necessary outside agencies.
- 3.3 Trustees asked about the support available to JM in his role as pastoral lead. JM reported that he worked closely with two colleagues in a supportive team.

4. Health and Safety Report

4.1 The Board received a report from RB which gave the results of a health and safety walk he had carried out recently, and the issues he had identified for action.

4.2 Trustees asked if there had been any injuries or days lost due to injury. NP reported that there had been no significant injuries or days lost.

5. Review of Risk Register

5.1 The trustees received and reviewed the most recent iteration of the risk register. In his role as Chair of the Audit Committee, SB reported that the Audit Committee had reviewed the risk register in detail and had had no major concerns.

5.2 NP reported that the internal audit plan for the current academic year would be driven by items on the risk register.

6. Ofsted Update

6.1 NP reported that Ofsted's response to the complaint submitted about the recent inspection had been received. None of the complaints had been upheld. There would be some changes to the wording of the published Ofsted report, which NP had not yet received.

6.2 The Chair stated that the Board should discuss actions in response to the inspection report. He asked members of staff apart from NP to leave the meeting.

JM, VS and IM left the meeting.

Minute 6.3 is in the confidential section of these minutes.

6.4 NP reported that the Head of Faculty responsibilities in Science and Maths would be divided. Two Heads of Faculty would be recruited, one in Science and one in Maths, IT and Computing. Internal and external applications would be considered. He would expect new Heads of Faculty to be in place around Easter. The current Head of Faculty in Science and Maths would move to a curriculum support role.

Minutes 6.5 to 6.7 are in the confidential section of these minutes.

6.8 Trustees asked about the interview process for new teachers. NP reported that this involved a sample lesson, with the Head of Faculty and Teaching and Learning lead present, and a tour given by students.

6.9 Trustees asked about the training available to middle leaders. It was confirmed that some staff had completed the National Professional Qualification for Middle Leadership (NPQML).

6.10 Trustees asked about standard operating procedures across faculties and whether these were well understood. NP stated that there was value in asking Heads of Faculty to come together to work on resetting and refocusing these, especially in the light of new appointments.

6.11 Trustees asked whether appraisal and review included management style and capability. NP confirmed that this was part of the appraisal process. NP stated that at present there was no 360° review, and that it would be useful to feed this idea into discussions which would take place following the appointment of the new lead for learning and teaching.

JM returned to the meeting

6.12 The Chair stated that an action plan with realistic targets must be in place to respond to the Ofsted report.

6.13 Trustees asked when the Ofsted report would be published. NP stated that he did not yet know.

IM and VS returned to the meeting

6.14 The Board discussed the publication and communication of the Ofsted report. Trustees suggested that colleagues at Silverstone Circuits should be briefed on the outcome of the Ofsted report in case they were asked for comment.

6.15 NP reported that he did not yet know when the report would be published. Once he had received the final version with updated wording he would draft letters to current parents and applicants, and a public comment for the SUTC website. This would include comments on student destinations, good behavior and attitude, the personal development offer, as evidenced by good student destinations, and SEN.

6.16 NP showed the Board responses to the SUTC's internal survey of SEN students and their parents. Responses were largely positive and these results could be cited. He stated that there would be further staff training on identifying and working with students with SEN, and how to make referrals.

6.17 The Board discussed the issue of limiting equity of access to cultural capital which the Ofsted inspection had identified. This was based on decisions to

focus some students on passing English Language, rather than both Language and Literature.

- 6.18 NP stated that he would defend this practice where it led to ensuring that students received a Grade 4 in English and Maths, allowing them to access sixth form or apprenticeships. However, trustees noted that a large volume of the students focused on language were SEN.
- 6.19 JS reported that the issue had been discussed by the Achievement, Learning and Teaching Committee, which had noted that the practice was carried out on the advice of a DfE Education Advisor and in line with other schools. However, a clear written policy had been requested.
- 6.20 Trustees discussed the following:
- Whether breadth of curriculum could be offered in other ways, for example teaching literature through language, offering drama or debate as part of enrichment activities, finding drama and literature that appealed particularly to the interests of the students
 - Whether literature could be examined in Year 10 and language in Year 11
 - Whether Ofsted's concern was with the volume of SEN students taking language not literature, and therefore boundaries should be considered
 - Finding out what was standard practice in other schools, especially any which had received the same criticism
 - The criticism from Ofsted was in keeping with their new agenda of ensuring the same opportunities at every level
 - Whether literature could be made an elective option.
- 6.21 It was agreed that as a first step, the Board would review the policy requested by the Achievement, Learning and Teaching Committee and attempt to satisfy itself that the issues raised by Ofsted were effectively addressed.
- 6.22 The Chair requested a plan to address Ofsted's concerns. NP reported that all items were covered by the School Development Plan.
- 6.23 Trustees discussed when Ofsted would return. It was noted that there would be a re-inspection in two years, unless Ofsted were invited back sooner and a fee was paid. Some trustees were in favour of a visit sooner than two years in order to limit reputational damage. NP's view was that there should be no return visit until there were new appointments and a strong set of results in Science, which would be the next academic year.

- 6.24 Trustees noted the importance of believing that change was necessary and asked about the level of staff buy-in to the School Development Plan. It was reported that Heads of Faculty had incorporated items from the overall plan into their faculty plans. Furthermore, it was agreed that for the next academic year, staff annual objectives should be clearly linked to development plans.
- 6.25 Trustees asked how the SUTC would measure what was happening in classrooms. It was reported that there were lesson observations and learning walks termly, which trustees were welcome to join. Data from these formal activities was collated and cross referenced against exam results and continuing professional development. There were also less formal observations led by the teaching and learning lead to ensure that good practice was sustained.
- 6.26 On SEN, JM reported that it would be tracked at every data point and examined for changes, disparities and improvements. There would be repetitions of the student voice exercise to get formal feedback. Further SEN training would begin the next day, with a high level introduction. It was agreed that trustees would also be offered this training.
- 6.27 Trustees asked if the SUTC would expect to see the SEN achievement gap narrowing in the current year. NP showed the trustees the latest data on SEN achievement. This showed predicted and actual achievements in different subjects based on baseline testing data, and showed that there was no significant SEN achievement gap. It was reported that Ofsted regulations do not allow them to look at baseline testing data, however, Ofsted could ask about the lessons from that data and action taken in response. This line of questioning had not formed part of the recent Ofsted inspection. Trustees asked about the measurable outcomes on SEN achievement. It was reported that these would be student and parent views.
- 6.28 The Board agreed that the School Development Plan gave them assurance that there was an action plan in place to address Ofsted's concerns. The Chair stated that the action plan should be measurable and have milestones which would allow the board to monitor progress and to challenge. The Board reiterated its confidence in NP and the staff of the SUTC.

7. Minutes of the Previous Meeting

- 7.1 The trustees approved the minutes and confidential minutes of the meeting held on 24 September 2019 as a true record of this meeting.
- 7.2 The trustees agreed to approve the minutes of the meeting held on 7 November 2019 by email.

8. Matters Arising from Previous Minutes

8.1 Year 9 Intake

NP reported that no further action had been taken due to the need to focus on the Ofsted inspection result. The window for consultation for the current year had been missed. The action would therefore be carried over.

9. Appointment of Trustees

9.1 In accordance with the Articles of Association paragraph 58, the trustees resolved to appoint the following as co-opted trustees for a term of office from 03/12/2019 to 03/12/2023:

- Mr Innes Macaulay - Co-opted from the Support Staff of the SUTC
- Mr Marc Webster

And the following as a co-opted trustee beginning on receipt of the necessary documentation to allow registration as a trustee and company director:

- Mrs Angela Murphy

9.2 The trustees resolved to co-opt the following as trustees from receipt of the necessary documentation until such time as a resolution of the members was received:

- Dr Joanne Baxter: Appointed by Bedford College Group
- Mr Robert Jaina: Appointed by Silverstone Circuits.

9.3 The trustees authorised the Clerk to amend the Register of Directors and make the necessary filing with Companies House.

9.4 It was agreed that a list of the trustees' responsibilities and committee membership would be presented to the next meeting in order to allocate committee membership to the new trustees.

JH left the meeting.

10. Terms of Reference of the Curriculum and Achievement Committee

10.1 The Board resolved to change the name of the Achievement, Learning and Teaching Committee to the Curriculum and Achievement Committee.

10.2 The Chair of the Committee presented a number of changes to the Committee's terms of reference, including an expanded membership. He stated that JB and AM were welcome to join as their previous experience would be very useful.

10.3 The Board approved changes to the terms of the reference of the Curriculum and Achievement Committee.

11. Trustee Self-Evaluation and Training

- 11.1 New trustees were asked to complete a self-evaluation which had been sent to them.
- 11.2 JB and AM confirmed that they had undertaken some online training which had been sent to them and had been useful.
- 11.3 Ofsted Ready training was running on 11th December at Sponne School. CR confirmed that he would attend.

12. Principal's Report

- 12.1 The Board received and noted:
 - Principal's report – including details of recent visits and school trips which provided enrichment and cultural capital. Trustees asked if student engagement was tracked, especially that of SEND students. NP reported that engagement was tracked, and some trips were targeted.
 - Compliments, Comments and Complaints
 - GDPR – there would be a further audit next month carried out by Plumsun.
- 12.2 **School Development Plan**

The latest iteration of the plan was received and noted by the Board. It was reported that a detailed review of the School-wide plan had been carried out by the Curriculum and Achievement Committee. JS commended:

 - Clear identification of objectives to be cascaded
 - External review of SEND
 - Proactive approach to ensuring all staff were supported in stretching the best pupils.
- 12.3 VS reported that faculty development plans had been prepared and were being reviewed to ensure that impact and outcomes were measurable. In future, the Curriculum and Achievement Committee would receive draft plans at its September meeting.
- 12.4 **Review of Pupil Premium Strategy Statement**

The Board received a draft Pupil Premium Strategy Statement. Trustees asked if it was clear how the longer school day supported pupil premium students and received assurance that this was the finding of an external review of pupil premium.
- 12.5 The Board approved the pupil premium strategy statement for publication.
- 12.6 It was noted that the Chair was the Board's lead on pupil premium and that other volunteers were sought.

13. Parent Forum Update

13.1 It was reported that the parent forum was creating an action tracker to encourage momentum and traction. It would focus more on fundraising, but would have the ability to bring operational concerns to the board provided that these were appropriately filtered. New members were being sought.

14. Audit Committee Report

14.1 SB reported that the Audit Committee had considered GDPR, the external audit report and internal scrutiny and had created a timetable of its business. The Committee had reviewed the gifts and hospitality register as this was a delegated task.

14.2 The Committee recommended to the Board all the policies that had been presented for approval.

15. Policy Approval

15.1 The Board approved the following:

- Admissions Policy
- Adoptive Leave Policy
- Health and Safety Policy
- Maternity Leave Policy
- Paternity Leave Policy
- Retention of Records Policy.

16. Finance and Remuneration Committee Report

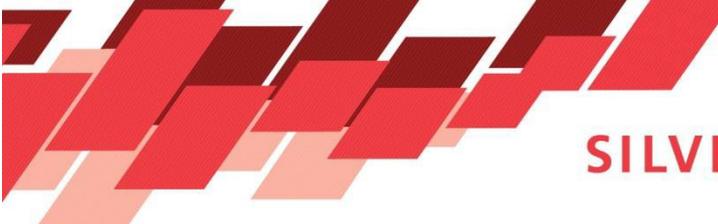
16.1 The Committee had signed off the budget for the current year based on student numbers. The budget was on track with a small deficit predicted at the end of the year which would be managed through spending.

16.2 The Committee had received the external audit report. The key issues found in the report were minor and gave no cause for concern.

16.3 There would be no in-year pupil adjustments, which had an impact of about £50k.

16.4 Funding for 2020-21 was likely to change due to increases to KS4 funding and additional funding for engineering and science. This would effectively replace the transitional funding which the SUTC had been receiving. The risk of losing applicants once the Ofsted findings were made public was noted.

16.5 SB asked about the 16-19 bursary fund which had been raised in Audit Committee as it was noted that it was difficult to spend. NP stated that he would discuss this with the ESFA and suggest that it moved into general funds.



16.6 Trustees suggested putting out further calls for students to apply for bursary funding through the year, especially to cover transportation to university open days.

17. Annual Report and Financial Statements and Key Audit Issues Report

17.1 The Board received and noted the Annual Report and Financial Statements and the Key Audit Issues report.

18. Curriculum and Achievement Committee Report

18.1 The issues covered by the Committee at its previous meeting had been discussed elsewhere in the Board meeting, for example changed terms of reference and the School Development Plan.

19. Date of Next Meeting

Tuesday 11 February 2020

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Chair

Signed

Date