



## MINUTES of the BOARD MEETING

4 February 2020, 1.00 p.m. at Tolvaddon Business Park

### Part A Public

Item	Subject	Action
	<p><b>Trustees present:</b>            Tom Briant-Evans (TBE)            Brett Elliott (BE)            Mike Hosking (MH) – Chair            Nick Lake (NL)            Keith Tipler (KT)            John Whetter (JW)</p> <p><i>Also present:</i>            Lynne Dove (LD) – Clerk            Mike England (ME) – Finance Director            Simon Hague (SE) – CEO            Tamsin Lamb (TL) – School Improvement Officer</p>	
1	<b>Apologies</b> Jeremy Alder (JA) – Trust Secretary	
2	<b>Conflicts of Interest</b> no additional interests declared	
3	<b>Previous minutes</b> of the 10 December 2019 were accepted as an accurate record and signed.	
4	<b>Action Tracker / Matters arising</b>	
	<i>Action Tracker</i>	
4.1	19.03 Trust wide access to attendance data. In progress - included in development plan.	
4.2	19.04 Monthly cash flow reporting to Board. Held over until the next meeting. ME There is no pressure with the short to medium term budget, but need to communicate the large expenditure. Operating cash levels are fine.	JA
4.3	19.07 Contact with Chairs at potential joining schools. <ul style="list-style-type: none"> <li>Chair wrote to both Stithians and Pool before Christmas - neither have replied. SH has spoken to the HT at Stithians and discussed the Crofty finance situation.</li> <li>Chair has also opened contact with Bridge MAT – agreed to add to tracker.</li> <li>Chair is working with the Chair of Bridge Schools- to establish a MATs and SATs network for Cornwall.</li> </ul>	MH/SH JA
4.4	Confidential item.	

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4.5	19.09 Admission arrangements. Now have a timescale - in progress.	
	<i>Matters arising</i>	
4.6	1 RWI / Phonics presentation. One response received - a lack of working across the schools. TL confirmed that a network meeting has now taken place.	
4.7	Confidential item	
<b>5</b>	<b>Curriculum Development</b>	
5.1	Following the first two OFSTED inspections, we could see what development was required. OFSTED require the curriculum to be broken down into 'sequences of learning'. The schools have to devise long term planning and add actions to their SDPs. Crofty needs to define the sequences of learning, not just within the wider curriculum, but all areas. OFSTED confirmed 'White Rose' system was sound in delivering maths. What has worked well in maths will be applied to the other subjects, including reading.	
5.2	Working groups. Crofty has set up curriculum working groups involving every school and in every subject. Subject leaders are in every group. Schools have both a working group and a quality assessment group. The HTs approve the plans, but the test will be in the implementation. Every school has participated, subject knowledge our curriculum leads have is huge and there is a consistency of approach. SH added that using teachers to create the curriculum is a good chance to deliver it well. TL added that both sharing of resources and networking are products of this approach.	
5.3	Timescale Working groups to be in place by Easter, and everything will be written up by half term. Virtually each subject has been dealt with other than Design Technology. Science has been implemented in most schools.	
5.4	National Curriculum. Those subjects being dealt with by bought in schemes will need to be assessed. There is a need to look at the context of the subject matter, ensuring that the national curriculum is met, but also ensuring there are links to other topics and showing those links. Pennyworth and Portreath are finding this harder as they have mixed age groups.	
5.5	Reading - 3 areas: <ul style="list-style-type: none"> <li>• Shared common principles across Crofty.</li> <li>• Progression in reading</li> <li>• Looking at texts and choosing which text for which year group.</li> </ul>	

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5.6	<p>Quality Assurance.</p> <p>Quality checking delivery of the plan is down to the HT and the individual teachers. There is a need to have knowledge of the children to be able to deliver. Teachers now have the small steps and the end points – how to deliver is down to them.</p> <p>All HTs are observing teaching, and SILC+ provides external assurance.</p>	
<b>6</b>	<b>School Improvement update</b>	
6.1	<p>Weeth Ofsted inspection and outcome.</p> <p>Inspected first week in January 2020. The outcome is ‘good-declining’. Disappointing, but not unexpected. The inspector could see that the intent was sound, but found classroom delivery inconsistent. TL could see what impact the 6-week rapid action plan did have.</p> <p>SH added that ‘declining’ is unhelpful in view of the period of adaptation to the new framework.</p> <p>Areas for improvement:</p> <ul style="list-style-type: none"> <li>• Develop the curriculum.</li> <li>• Consistency of implementation of reading and maths.</li> <li>• Governors need to ensure evaluation of PP impact is more precise.</li> </ul> <p>JW noted it was disappointing that PP was picked out. He had attended a very useful PP Leads meeting where Linda May shared a proforma 3-year plan.</p> <p>TL confirmed there are strategies in each school, but we have not yet analysed whether they jointly work. Shared strategies could lead to shared SENCOs and network groups.</p>	
6.2	<p>Lanner.</p> <p>Doing really well. HT is working hard and the school is in a good place. The latest SILC+ review scored Lanner as ‘good’. HT visited an outstanding school in Walthamstow and picked up lots of tips. He was able to confirm that the work we are doing is as good as that school. HT made a presentation to the Heads meeting about Lanner’s literacy based curriculum.</p>	
6.3	<p>Pennoweth.</p> <p>The new HT has been in post for 3.5 weeks and has had a calming influence on the school. She is an experienced HT with a very clear vision. She is focussing on RWI. The school will buy in an off the shelf curriculum package – ‘Cornerstones’. This will see them to OFSTED, then will move to the wider Crofty curriculum. Still in ‘required improvement’ level and, if inspected in September 2020, will be required improvement. SH commented that staffing is key and there is a need to build the correct foundation at an appropriate pace and it is a longer term project.</p> <p>In response to a request from the LGB for additional leadership capacity TL arranged for a secondment of an experienced deputy from another trust school.</p> <p>Staffing sickness levels mean a difficult few months yet but the Trust is supporting the new HT.</p>	
<b>7</b>	<p><b>Developing our strategy</b></p> <p>The Chair and CEO have discussed the strategic review and agreed there is a need to get strategic leaders around the table. This needs to be meaningful for HTs time wise – for example some staffing challenges could be addressed if we work as one unit.</p>	

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7.1	<p>Key focus</p> <p>Focus on the key priorities in the Trust development plan, for example:</p> <ul style="list-style-type: none"> <li>• KPIs</li> <li>• SEND</li> <li>• PP</li> </ul> <p>There is a need to get HTs to work trust-wide. Look at what is working e.g. RWI and evaluate outcomes.</p>	
7.2	<p>Cycle of implementation</p> <p>Pick 3 or 4 key areas - then get key leaders and key heads to evaluate outcomes and communicate successes.</p> <ul style="list-style-type: none"> <li>• HR</li> <li>• Reading</li> <li>• SEN/PP</li> <li>• Communications.</li> </ul>	
7.3	<p>Culture.</p> <p>This is the engine driver. Creating a positive model and ensuring all HTs are involved. Feedback from the Chairs and Heads has been very positive. It helps to remind all what the overriding mission of the Trust is.</p> <p>SH will be meeting all staff with 54 meetings planned across the schools. This will help to ensure values and culture is genuinely created by people on the ground.</p>	
7.4	<p>Next step.</p> <p>To hold a further meeting before the next Board meeting or as soon as feasible.</p>	MH/CEO
<b>8</b>	<b>Risk Management</b>	
8.1	<p>Audit Committee meeting 22 January</p> <p>Considered a contingency plan for Crofty chain of command. TL has been re-designated as Director of Education - this change in job title better reflects her role.</p> <p>Cover arrangements if SH unavailable will be:</p> <ul style="list-style-type: none"> <li>• Acting CEO – TL</li> <li>• Acting Director of Education - Linda May (with other Heads to provide back up).</li> </ul> <p>Additional items covered included:</p> <ul style="list-style-type: none"> <li>• Terms of reference – to be approved at next Board meeting agenda.</li> <li>• Audit procurement - Receipt of audit tenders due on 4 March 2020, and will be discussed at the next Audit Committee on 16 March.</li> <li>• Reviewed GDPR arrangements and one specific query</li> <li>• Estates Management – Premises Manager is developing the business continuity plan. Progress to be monitored via the risk register.</li> </ul>	JA
<b>9</b>	<b>Budget Monitoring</b>	
9.1	<p>Income/revenue.</p> <p>Strong performance - end of December was £4.1M. There will be additional EHCP income.</p> <p>Overheads are accruing close to budget. Surplus is projected at £84K.</p>	

<b>Item</b>	<b>Subject</b>	<b>Action</b>
9.2	<p>Staff costs are ahead of budget due to supply costs post OFSTED and curriculum needs. There will be additional TA costs, we are reviewing staffing structures, government grants provide some cover into 2021.</p> <p>SH confirmed the trust needs budgets to support curriculum development – so HTs must be able to justify staffing structures.</p> <p>Insurance costs have increased – we are currently in a 3-year deal. It is very important that all sickness and absenteeism is picked up.</p>	
9.3	<p>ICT slightly under budget. ICT capital spend is costed at £80K though we may not need all of that.</p> <p>NCI have the contract for 4 schools and the other 5 will be open to tender from September 2020. We need strategic lead from the ICT provider.</p>	
9.4	<p>Catering has gone to tender - £3.5M contract over 5 years. The existing school kitchen improvements required will be put into the contract and be part of the tender negotiations. We will be asking Chartwells to show the exact running costs, as there is a profit sharing deal with the Trust.</p>	
9.6	<p>Investment.</p> <p>Bank rates are very low therefore investment rates are bad. Crofty is looking outside for investment options, possibly a unit trust – but this would require a change in company articles. The Trust needs to assess the risks going forward.</p>	
<b>10</b>	<b>LGB Monitoring Training</b>	
	<p>Slides from 28 January were shared with Trustees:</p> <ul style="list-style-type: none"> <li>• Focus for LGBs needs to be the evaluation of outcomes and evidencing impact made. Reporting to the Trust Board to be by exception to the relevant Lead Trustee.</li> <li>• External reports should be supplied from the centre to Chairs independently from the school.</li> <li>• Parent/pupil questionnaires should be an LGB responsibility</li> <li>• Pupil conferencing is important and useful.</li> <li>• A visit monitoring report template was agreed and is being test driven. Linda May is collating reports for evaluation of the new form.</li> </ul>	
<b>11</b>	<b>Board Skills Review</b>	
11.1	<p>Bishop Fleming review results were discussed:</p> <ul style="list-style-type: none"> <li>• Need to define Lead Trustee responsibilities</li> <li>• MH and SH will look at the skills review and identify any gaps</li> </ul>	MH/SH
<b>12</b>	<b>AOB</b>	
12.1	<p>Crofty event on 24 February 2020. Dan Sobel will be speaking to all school staff – inset day. He is a national inclusion expert. There will be a keynote speech and workshops for all HTs and PP leads. He has offered to run a p.m. session for Trustees/Governors if required. Deadline before half term.</p>	
<b>13</b>	<b>Items for next agenda</b>	
13.1	PP Capital programme.	

Item	Subject	Action
14	<b>Agree Confidential items</b>	
14.1	Pool Academy SLA	
	Dates of next meetings: 17 March Board 19 March Members 24 March LGB Chairs 12 May Board	
	Meeting finished at 15.57	

<b>Signed</b>	<b>Date</b>
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