



## MINUTES of the BOARD MEETING

10 July 2018, 1.00PM at Tolvaddon Business Park

### Part A Public

Item	Subject	Action
	<p><b>Trustees present:</b>            Karen Bond (KB) – Chair            Tom Briant-Evans (TBE)            Mike Hosking (MH)            Nick Lake (NL)            Keith Tipler (KT)            John Whetter (JW)</p> <p><i>Also present:</i>            Jeremy Alder (JA) – Trust Secretary            Mike England (ME) – Finance Director            Simon Hague (SE) – CEO            Tamsin Lamb (TL) – School Improvement Officer</p>	
1	<b>Apologies:</b> none	
2	<b>Conflicts of Interest:</b> no additional interests were declared other than NL declared an interest in item 11.1.	
3	<b>Previous minutes</b> of the 23 May were agreed as an accurate record.	
4	<b>Matters arising / Action Tracker</b>	
4.1	Exclusivity agreement will be on next agenda.	<b>JA</b>
5	<b>CEO'S Report</b>	
5.1	<p>Growth plan update.            SH provided an update on recent communications with Stithians and Treleigh and reported that how to encourage Good and Outstanding schools to join your MAT had been one of the topics at the recent RSC event.            Trustees agreed they need to be pragmatic regarding finance and treat new schools differently. SH confirmed the current level of reserves offers this option.</p>	
5.2	<p>Development Plan.            Two year plan has been implemented successfully. Subtle changes being introduced to HIP from next year including external input which will be helpful.            Heads have embraced the position we are in and have been looking at their staffing structures too            SH will share the emerging priorities in the first half of autumn term.  <i>Trustees asked if there would be value in having a joint meeting between them and the Heads?</i>            SH agreed this could be helpful for Heads understanding their position within the Trust and what has changed, and would fit with the 'Building culture' theme.</p>	

5.3	<p>GDPR.</p> <p>Two incidents have been reported and dealt with.</p> <p>TBE suggested IT will be the most likely source of incidents eg laptops going home, not using work emails. Trust is now using two-level authentication for laptops.</p> <p>The Trust needs to mitigate against human error and demonstrate it is putting things in place and improving.</p> <p>KB asked for a formal report from TBE's meeting with MP.</p>	<b>TBE</b>
5.4	<p>Safeguarding.</p> <p>Arrangements are much improved and the Trust is now using a Head as Safeguarding Lead for whole Trust.</p> <p>SH suggested having an external independent review would provide a more robust approach as it removes the pressure of one individual and brings greater reassurance to the board. Trustees confirmed they would support this approach.</p>	<b>SH</b>
5.5	<p>HR / Staffing.</p> <p>New admin/HR role in the central team has assisted with developing a standardised approach to HR and recruitment.</p> <p>SH will be raising this with Heads and discussing wider legal responsibilities as an employer.</p> <p>From September the Trust will have substantive / permanent Heads at most schools in contrast to the previous 12 months.</p>	
5.6	<p>Pay strategy for support staff.</p> <p>SH reported that initial work with Neo on reviewing how two other MATs had completed a similar exercise had shown there was very little correlation between our job descriptions and theirs, so it will be necessary to do a full review ourselves.</p> <p>Heads will list all their current roles / posts and confirm what work is actually carried out.</p> <p>SH shared details of one role common to most schools and the wide variation in historical salary bands, and cited this as a good reason to have central oversight.</p> <p>Trustees recognised that the process will need managing as there is a risk of disruption in implementing any changes, as well as negative publicity.</p>	
<b>6</b>	<b>SIO's Report</b>	
6.1	<p>EYFS.</p> <p>GLD increasing in most schools. Focus on improving Heads understanding of this area and involving them in moderation has meant the Trust is now confident data is accurate.</p> <p>Commentary on individual schools:</p> <ul style="list-style-type: none"> <li>• Lanner NOR increased from 60-90 plus they had some challenging pupils.</li> <li>• Weeth had a significant gap for Disadvantaged pupils we need to explore.</li> <li>• Pennoweth results are improving but we want to explore impact of their nursery.</li> </ul>	
6.2	<p>Phonics.</p> <p>Improving area but awaiting national data. No consistent approach at Lanner and were not part of the trust-wide project. Re-introducing RWI with better support and training.</p> <p>Weeth results to be investigated.</p>	
6.3	<p>KS1.</p> <p>Data not good or where the Trust wants it to be. Cohort was 'quite challenging' in many schools with lowest ever early years entry data.</p> <p>Maths – all but one school have good progress.</p> <p>Writing - significantly below last year's national figure. Smaller disadvantaged gap is due to lower overall attainment.</p> <p>Poor conversion rate end of EYFS to end KS1 so this will be the focus next year and trust will use same approach as worked with EYFS this year.</p>	

	<p><i>Trustees asked if there will be targeted schools?</i>  All will be involved but may need to focus on some.  SH commented he is confident the success of the standardised approach taken with phonics means the Trust can make a difference at KS1 too. TL added that KS1 has not always received any priority in the past.</p>	
6.4	<p>KS2,  TL presented the available headline data. Overall it is positive and Reading has improved at virtually all schools and all are in line with national figure.  Maths improving in most with some significantly above national. Our Maths NLE is already working with the two schools with lowest data.  <i>Trustees asked if there was any correlation with impact of the HIP?</i>  Peer review aspect of the process does promote some positive competition  TL highlighted some plateauing around national figure and cautioned Trustees not to expect much improvement in some schools eg Reading at Treloweth at 90%. She also reminded them that Progress data has far more weight than attainment and will not be available till September.  Head's projections from April were very accurate.</p>	
6.5	<p>Trustees noted the detailed reports provided on EYFS, Phonics and the new School improvement system for 2018.19.  Trustees thanked TL and SH for these results following a very challenging year and asked this be passed on to the Heads as well.</p>	SH
<b>7</b>	<b>Budgets 2018.19</b>	
7.1	<p>ME confirmed there had been very little change since Finance committee.  No school is running a deficit next year. Central budget has been set using cautious projections for income from investment, consumables rebate and electricity costs – all of which could improve.</p>	
7.2	<p>Finance strategic plan for 2018.19 will include more projects we have not had capacity to implement previously.  It will have a focus on our KPIs and challenge where there are significant local variations.  Cash forecasting is crucial and monitoring spending on capital projects will be tightened.  Capital appraisal process to be implemented with a more formal application process to Trust and Board.  ME thanked the team for their hard work.</p>	
7.3	Trustees approved the 2018.19 budget.	
<b>8</b>	<b>Safeguarding Report</b>	
8.1	<p>KB met with Trust Safeguarding Lead Nic Furness last week and a report will be issued in the autumn term.  Discussed the governance role within safeguarding including the role of safeguarding governor, scheduling of visits, training, s.157 returns and monitoring of action plans.  SH suggested there needed to be clarity over the role of Safeguarding Trustee to avoid duplicating responsibilities of the LGB and their Safeguarding governor.</p>	
8.2	<p>The meeting identified the need for clarity over role of Trust Lead with safeguarding governors and governance in general, together with the limitations of relying solely on peer to peer review.  SH confirmed he and the Heads had discussed this and agreed the benefits of some form of external assessment which could include this.</p>	KB
<b>9</b>	<b>Health &amp; Safety Report</b>	
9.1	Trustees thanked Steve Eva for his hard work in achieving these results for the Trust.	

	NL and KT will monitor progress with SE.	
9.2	ME pointed out the Trust will need to commission formal Condition Surveys for each site to help identify any other issues and assist with planning future capital expenditure.	
<b>10</b>	<b>Governance</b>	
10.1	<p>Governance Structure.</p> <p>JA summarised the proposals in his briefing paper and how he felt they would assist the current Board.</p> <p>Trustees acknowledged the benefits of meeting more frequently and the need to focus on strategic issues. They also shared examples from the last 12 months of item which had regularly been on multiple agendas.</p> <p>Trustees agreed to implement four of the proposals commencing September 2018:</p> <ol style="list-style-type: none"> <li>1. Increase number of Board meetings – initially to six p.a.</li> <li>2. Disband Resources and School Improvement Committees</li> <li>3. Introduce formal 'Lead Trustee' roles</li> <li>4. Develop an annual agenda / reporting framework</li> </ol> <p>Trustees were in agreement that length of meetings needed to be reduced as well.</p>	<b>JA/KB</b>
10.2	<p>Academies Financial Handbook 2018 briefing.</p> <p>Trustees noted this and the new requirements for financial monitoring and recommendations over frequency of Board meetings.</p>	
10.3	<p>LGB Terms of Reference.</p> <p>Trustees agreed the following:</p> <p>2.1 Size.</p> <p>Minimum numbers to be Head, 1 x elected staff, 2 x appointed parent governors, 2 x community governors.</p> <p>2.4c - removal of a governor.</p> <p>Need this to be included and to have a uniform trust-wide approach but recognised some flexibility required for personal circumstances (eg. long term sickness, maternity leave).</p> <p>2.8 Exclusions.</p> <p>To be agreed at a future date.</p> <p>TBE pointed out that the current Articles will need to be amended to allow for appointing parent governors, JA and JW to progress this via Members.</p>	<b>JA</b>
10.4	<p>GSoD update.</p> <p>Trustees approved the latest draft version subject to one amendment:</p> <p>3.4 to read "Prepare and create individual ..." and make Senior Exec the lead responsibility.</p>	<b>KB</b>
10.5	<p>Policies.</p> <p>SH confirmed several have been updated and he wishes to develop a better system to manage and monitor these across the Trust.</p> <p>This would include clarity over role of Trustees and the Board in which policies need their approval and / or regular monitoring of outcomes. Options for making this work more efficiently include greater use of email and a shared governance portal, and developing the role of Lead Trustee.</p>	
10.6	Confidential item	
10.7	<p>Proposed Meeting dates 2018.19.</p> <p>To be identified and shared.</p>	<b>JA/KB</b>
10.8	<p>Board / LGB Training and Development</p> <p>KB gave Trustees an update on this.</p>	

<b>11</b>	<b>Finance and Resources Committee</b> of 20 June	
11.1	NL summarised items covered at the meeting. Trustees agreed that item 9.2 needed amending to clarify number of local secondary schools.	<b>JA/NL</b>
11.2	Rosemellin use of reserves request for approval. JA explained this could not be formally approved at the meeting as NL's conflict of interest meant there had not been a quorum. Trustees gave their agreement to this proposal.	
<b>12</b>	<b>School Improvement Committee</b> of 21 June	
12.1	JW summarised the draft minutes of this meeting and noted several items had been covered earlier today. The need for governors to be formally prepared for Ofsted inspection was noted.	<b>KB</b>
<b>13</b>	Confidential item	
	Meeting finished at 17.22	

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