



TRUST BOARD

Minutes of a Meeting of the Trust Board of South East Cornwall Multi Academy Regional Trust held at Liskeard School & Community College on Tuesday 5th March 2019 at 5.30 pm

Present:	Dr S Brownlow Mrs H Casson Mr B Cook Mr K George Mr R Newton Chance, Chair Mr C Stevens Mrs K Waghorn	Absent:	Mr J Kitson Mr J Crisp
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In Attendance: Mr D Buckley, CEO SMART
Mrs J Lumbard, CFO SMART
Mrs K Williams, Clerk to Trust Board and LGC's

44. **Welcome**

Mr Newton Chance welcomed everyone to the meeting especially Mr Stevens and thanked everyone for attending.

45. **Evacuation Procedure**

The evacuation procedure was explained.

46. **Declaration of Business or Pecuniary Interest and Academy-related parties - update on any changes since completion of written declaration**

Mrs Casson advised that she has been appointed as a governor at Brunel School and is also working for Counter Tier 4 at CAMHS (Child and adolescent mental health services). The Clerk will send a new Related Parties Declaration form to Mrs Casson to complete and return.

Action: Clerk

47. **Apologies**

Apologies were received and accepted for Mr Kitson who is currently away. Mrs Casson advised Trustees that she would need to leave the meeting at 6.30 pm due to childcare issues. Apologies had not been received from Mr Crisp.

48. **Approval of the minutes of the previous meeting held on 28-11-2019**

The minutes of the meeting held on 28th November 2018, having been circulated in advance, were agreed as an accurate record and were signed.

Mr Newton Chance proposed that the term Trustee should be used instead of Director. The primary reason for this is to avoid confusion regarding the operational context of the term Director. Trustees agreed to the change of term.

49. **Matters Arising not included on this agenda**

A Trustee recommended that strategic risk needs to be added to the agendas of the committee meetings. Clerk to add to template agendas.

Action: Clerk

SoD (Scheme of Delegation) - A Trustee asked if there had been further amendments made to the SoD following recommendations from the People Committee. Mr Newton Chance advised that this will be discussed during item 14. Report from Chair.

LGC minutes (Local Governing Committees) – The minutes of the LGC meetings were circulated late to Trustees due to the LGC meetings finishing the week before the committee meetings. It was noted that the meeting schedule will be better in the next academic year and there are some difficulties this year due to trying to accommodate the new committee meetings in a busy calendar. Mr Newton Chance advised that he has reviewed the LGC minutes for issues arising. In future, discussions in the committee meetings should be largely based around matters arising from the LGC's and the HT reports the Trust Board should then receive recommendations from the committees for further discussion and approval.

M35 CEO Verbal Update - Additional leadership training is being provided. The Clerk would provide information about funded leadership training which has been recommended. *Update: This was completed by Mrs Stoneman.*

M40 Appointment of Whistleblowing Trustee - It was suggested and agreed that the Community Trustee, Mr Stevens, should take this position. Mr Newton Chance would contact him about this. *Update: Complete.*

M42 Report from the Chair - Trustee Induction – It was agreed that it is not necessary for the new trustees to be assigned a mentor. Mr Buckley will meet with them to explain the induction pack. *Update: Mr Buckley advised that induction training had been scheduled but had been cancelled due to low numbers. It was noted that Link meetings are providing training to governors.*

Mr Stevens needs to arrange an appointment with Mr Buckley at Liskeard for Trustee induction and a visit to the school.

It was agreed that for future Trustee appointments; part of the induction process must include a meeting with the CEO. Mr Buckley will circulate a copy of the induction pack to Trustees.

Action: D Buckley

50. **Appointment of Chair and Vice Chair**

- a) The Clerk asked for nominations for Chair of the Trust Board. As the only nomination, which he accepted, Mr Newton Chance's nomination was unanimously agreed. The Trustees thanked Mr Newton Chance for his hard work.
- b) Mr Newton Chance advised that there have not been any nominations received for Vice Chair but Mr Stevens had voiced his interest. Mrs Waghorn does not wish to continue as Vice Chair.
- c) The Trustees agreed that in a situation where Mr Newton Chance was unavailable, Trustees would provide help and support to the Vice Chair. In the circumstance of anything other than a temporary absence of the Chair, the Trust Board would be able to elect a new Chair.
- d) As there were no other nominations, Mr Stevens was unanimously agreed as Vice Chair.

51. **Recommendations from Committees**

People 14-02-2019

The content of the committee meeting was summarised by Mrs Brownlow. From this:

a) **Terms of Reference**

There were some recommended changes to the TOR (terms of reference) and the changes will be added to the SoD by the Clerk. Mr Newton Chance advised that sections of a previous SoD had been used to compile the TOR specific to the committees and "The monitoring and overseeing of the LGC" could be removed, but felt this is important in that he had intended it to relate to monitoring the specific areas of responsibility of the committee. The Trustees agreed

that this should be reworded and also suggested that this is added as a TOR specific to the link meetings.

b) **Issues raised by the LGC's**

Landulph - Peer Review Report – Sharing information with governors (11.12.2018 – Item 29)

The sharing of Peer Reviews had been discussed at the Landulph LGC and it was felt that information from the reviews should be shared to all the governors and Trustees were in agreement. Mr Buckley advised the MSLT (MAT Senior Leadership Team) has been approached and consulted and it has been agreed that a summary report will be circulated to the governors and the full report will be shared with the Headteacher and the Chair of Governors.

c) **A Trustee asked if the Peer Reviews are also circulated to the Trust Board.** A Trustee asked for clarification on the Peer Review process and Mr Buckley advised that the MSLT conduct a peer review once every half term and it involves a full day visit. Included in this visit is a deep discussion with the Headteacher and a very detailed report is compiled as a result. It was agreed that the summary is circulated to the Trustees and Trustees can request the full report should they wish to view it.

d) It was noted that Peer Reviews should be discussed in more detail in the Learning Committee. Mr Buckley advised that the Peer Review at Dobwalls is scheduled in the next few weeks. The Landulph Peer Review summary can now be circulated to the governors. **A Trustee asked if the size of the school makes any difference to the Peer Review process** and Mr Buckley advised that all the Headteachers benefit from the process so usually all attend, but that only three members of the MSLT attended Trewidland due to the size of the school.

e) **Risk Register**

It had been discussed that the Risk Register is the remit of the Audit Committee. Mr Buckley advised that SMART do require a corporate Risk Register. Arising risks to the schools, that are for the attention of the Trust Board, will be identified using the Headteacher's report and verbal reports given to the Trustees in the People Committee. The long terms risks are identified by Mrs Lumbard and Mr Buckley. It was suggested that it would be sensible to have an agenda item on key risks to the schools.

f) Mr Newton Chance clarified that the Risk Register details the fundamental key risks and the function of the committees is to review the issues arising in the schools from the LGC's and the Headteacher's reports and identify what is being done to address these issues. It was noted that issues are different to risk and a **Trustee asked if these issues should be added to the Risk Register.** Mr Buckley advised that the Risk Registers will be updated if needed and his written CEO report brings together all the issues from the schools.

g) **Feedback to the LGC's**

It had been suggested that LGC's should receive feedback from the Trust Board by reading the minutes of the Trust Board meetings. Following discussions after the committee meeting, it was noted that this would not provide timely feedback. It was agreed that the Clerk would provide a simple summary of feedback following Trust Board meetings and this would be circulated to the LGC's.

h) **Trewidland**

Pupils leaving the school – A key risk.

Mr Buckley advised that interviews for covering maternity leave were held on 5th March at Trewidland and the candidate appointed will be a wonderful asset to the school. Trustees agreed that the provision at Trewidland should be supported and any issues arising should receive the required intervention to resolve. It was noted that Trewidland staff will be visiting a local school to discuss ways to increase pupil numbers.

i) **Strategic risks**

The high level of absence of staff at Saltash has been identified as a risk. Mrs Lumbard noted that long term sickness is not always due to stress. **A Trustee asked if there were any issues around staff capability and how long term sickness is dealt with** and was advised that the processes around this are robust.

- j) **Liskeard** - Link Directors – confirmation of who is taking on Community and Learning roles and who is responsible for Liskeard School & Community College. It was noted that Trustees linked to a school would need to visit a LGC meeting once per year and visit the school. Dr Brownlow is linked to Dobwalls but advised that she would be happy to link to a different school if required. Mrs Casson advised that it would not be appropriate for her to link to Looe. It was agreed that Mr Crisp would link to Looe and Mr Stevens would be the Liskeard Link Trustee.

Mrs Casson left the meeting at 18.29

Resources 27-02-2019

(Mr Newton Chance noted that agenda item 10 for this meeting has been reviewed by the Resources Committee and this item is provided for information rather than for discussion.)

- k) Mr Cook advised that the key issues arising from the LGC's are the need for building repairs and funding from the CAF (Capital Allocation Fund). The Trustees have discussed the bidding process and highlighted that these issues need to be included in the SDP (School Development Plan) and forward planning is required by the schools in the first instance. The process needs to be properly understood by the schools.
- l) A further meeting on the 4th April has been scheduled for the Resources Committee to agree the priority projects for the Capital Allocation Fund.
- m) The changes to the TOR for this committee needs to be agreed by Trustees. **A Trustee voiced concern that there would be a time delay if the SDP required updating before the bidding process could begin.** It was advised that schools will need to add plans for development of assets into their SDP and this should be a quick process. **A Trustee asked how the Trust Board would prioritise the allocation of funds** and was advised that the CAF policy has been circulated and agreed by email by the Trustees in January. Funds would be allocated using a scoring process.
- n) The Chair advised that a long term plan is required to develop the schools' assets and without a clear idea of how to improve the schools' assets, the Trust Board cannot agree CAF. A Trustee noted that currently SDP are based on a short term plan. **A Trustee asked if the Headteachers are aware of the process of applying for CAF** and Mrs Lumbard advised that the policy has been circulated to them.
- o) Experience of similar processes elsewhere was discussed and it was noted that communication is key in this situation. The schools should be made aware that there is a further Resources Committee meeting on the 4th April and Mrs Lumbard advised that this should be shared with the MSLT. Mr Buckley advised that it is on the agenda at the forthcoming MSLT meeting.
- p) Mr Cook advised that the tendering process for the catering and cleaning contracts is underway and it had been identified that the Trustees were not confident in the processes so far. Mrs Lumbard was asked for clarification on this matter during the committee meeting. Mrs Lumbard advised that the process has been clarified and a flow chart has been created. This includes thresholds and the steps required to ensure that processes are secure and the Trustees are involved at the appropriate stages.
- q) Insurance contracts are being reviewed and a revaluation of the buildings will be required. The process for this was discussed and it was noted that the Trustees will become involved when the

total value of the contract reaches a threshold and includes the appointment of the managers and agents. Mr Buckley advised that the paperwork regarding the tendering company used for the catering contract will be circulated to the Resources Committee.

- r) The Committee recommended re-valuation of property to ensure that we are not under insured. The valuation currently being used was provided when the schools transferred into the MAT (Multi Academy Trust). Mrs Lumbard advised that this will be discussed further at the Resources meeting in June.
- s) **A Trustee asked about the references to timetabling in sixth forms in the Resources Committee minutes and asked if co-teaching is provided to offer a broader curriculum.** The Chair advised that solutions to this issue is an operational matter and up to the MSLT. The preservation and building of sixth form provision is an important strategic consideration which is recognised and fully supported by the Trust Board. Mr Buckley advised that the savings and benefits of sharing staff where possible, have been discussed by the schools. Saltash have commented that students are not willing to travel. A Trustee asked which committee should deal with this issue and it was agreed this would be looked at in detail by the Learning Committee.

Learning 28-02-2019

- t) The TOR had been discussed during this meeting.
- u) The Learning and SEN sections of the Headteacher's reports had been reviewed. It was noted that the end progress columns were the most useful. Target setting in each of the schools had been discussed and it was found that the schools are using different benchmarking which made comparisons extremely difficult. There is a lack of confidence in assessment in secondary schools which is concerning. Mr Buckley advised that the data is correct and reliable in the primary schools. It was noted that work is required on target setting and reliable assessment processes.
- v) The Link Trustee meetings are being well received and there has been useful feedback.
- w) Ofsted and Peer Reviews - **A Trustee asked for a summary of the proposed new Ofsted framework and if the Trustees could have training provided on this which the governors could be invited to.** Mr Buckley advised that the framework has been drafted several times and it is suggested that draft four will be circulated in May. It was suggested that this should be an agenda item for the next full board meeting. Clerk to add. Mr Buckley advised that we could offer a training session for the governors and it was agreed that the training session should be scheduled after the final draft is circulated.

Action: Clerk

52. SMART Strategic Financial Review

A series of documents was circulated in advance of the meeting and was for the Trustee's information.

A Trustee asked if there is only one child in the pre-school in Trewidland and what is the impact of this child being alone. Mr Buckley advised that the one to one attention that the child receives is proving beneficial. The pre-school is currently making a loss but it is a valuable investment and does provide children to the school.

53. CEO Report

A document was circulated in advance of the meeting. From this:

- a) It was noted that on the last page, "Extremely positive parent survey for OFSTED placing in top 10%" should be highlighted in green and not red.

- b) **A Trustee asked for clarification around the development of all teachers as pedagogues through curriculum intent and the new Ofsted framework.** Mr Buckley advised that teachers must understand the pedagogical decisions being made, the different strategies being used and how to show a clear understanding of intent. Mr Buckley will circulate a one-page summary to the Trustees.

Action: D Buckley

- c) **A Trustee asked how the chosen topic of star projects and the amount of impact is being measured.** Mr Buckley advised that impact assessment is a fundamental part of the star project process. Mr Buckley advised that every member of staff is required to complete a star project and on the 7th of May, the final reports will need to be submitted by staff. Appraisal targets will be met if the process has been completed even if it is not a success. **A Trustee asked how staff have chosen the topic of their star project and if that choice is relevant** to their actual needs and Mr Buckley advised that the appraiser does have input into the decision. The appraiser retains the ability to help steer the topic choice but the passion of the appraisee still needs to be captured. Appraiser training is being provided and some capacity issues have been identified with the appraisers.
- d) **A Trustee suggested that a MAT wide summary of the headlines around pupil progress is provided.** Mr Buckley advised that pupil progress in the Headteacher's report should give Trustees an overview and that knowing how to interpret this data is important. Mr Buckley advised that full copies of the Headteacher's report should be circulated to the Trustees and full copies are being reviewed and discussed in the link meetings. There is confidence in the primary data but the reliability of the secondary data is still a concern.
- e) The circulation of the Headteacher's reports was discussed and it was agreed that page 14 of the Headteacher's report should be extracted and circulated with the CEO report. The clerk will supply printed full copies of the reports during meetings.

54. **CEO/CFO pay recommendation from Remuneration Committee**

A document was circulated prior to the meeting. From this:

See appendix

55. **Adoption of Policies:**

Teachers' Pay Policy – revised (Agreed on the proviso of a minor change of wording)

Support Staff Pay Policy – revised – approved

Capital Allocation Fund – Circulated and reviewed by Trustees

Staff Capability – Recommended by the People Committee for approval by Trust Board.

Disciplinary and Grievance – Recommended by the People Committee for approval by Trust Board.

Admissions – circulated by email and approved by Trustees

The Trustees unanimously approved the above policies.

Subsequent to the meeting, the Capital Allocation Fund policy will be re-circulated to Trustees for approval by email.

56. **Report from Chair**

- a) SoD changes following recommendations by the People Committee. The changes will be made by the Clerk who will then re-circulate.

Action: Clerk

- b) The suggested changes to the TOR for the Resources Committee need approval by the Trustees. The changes were included in the recent circulation of the SoD and this was outlined again to the Trustees. A Trustee asked about a valuation cap and if a delegation limit is required. It was agreed that a limit of up to OJEU £181,302 be added to the TOR in relation to contracts and it was noted that any agreements made during meetings will need to be minuted.

57. **Date of next meetings:**

It was discussed that Monday 22nd July 2019 at 5.30 pm is very late in the academic year and discussion around budget setting is required earlier in July. It was therefore decided to re-schedule the next meeting. The new date is 1st July 2019 at 5.30 pm.

The meeting closed at 19.48

Action Summary	
<p>M46. Declaration of Business or Pecuniary Interest and Academy-related parties - update on any changes since completion of written declaration The Clerk will send a new Related Parties Declaration form to Mrs Casson to complete and return.</p>	Clerk
<p>M49. Matters Arising not included on this agenda A Trustee recommended that strategic risk needs to be added to the agendas of the committee meetings. Clerk to add to template agendas.</p> <p>M42 Report from the Chair - Trustee Induction <i>It was agreed that for future Trustee appointments; part of the induction process must include a meeting with the CEO. Mr Buckley will circulate a copy of the induction pack to Trustees.</i></p>	Clerk D Buckley
<p>M51. Recommendations from Committees w) Ofsted and Peer Reviews - A Trustee asked for a summary of the proposed new Ofsted framework and if the Trustees could have training provided on this which the governors could be invited to. Mr Buckley advised that the framework has been drafted several times and it is suggested that draft four will be circulated in May. It was suggested that this should be an agenda item for the next full board meeting. Clerk to add.</p>	Clerk
<p>M53. CEO Report b) A Trustee asked for clarification around the development of all teachers as pedagogues through curriculum intent and the new Ofsted framework. Mr Buckley advised that teachers must understand the pedagogical decisions being made, the different strategies being used and how to show a clear understanding of intent. Mr Buckley will circulate a one-page summary to the Trustees.</p>	D Buckley
<p>56. Report from Chair a) SoD changes following recommendations by the People Committee. The changes will be made by the Clerk who will then re-circulate.</p>	Clerk

Feedback summary for LGC's	
Landulph	<p>Peer Review Mr Buckley advised the MSLT (MAT Senior Leader Team) has been approached and consulted and it has been agreed that a summary report will be circulated to the governors and the full report will be shared with the Headteacher and the Chair of Governors.</p>
Liskeard	<p>Link Directors Mr Crisp - Looe Mr Stevens – Liskeard</p>
Looe	<p>Feedback to the LGC's It was agreed that the Clerk would provide a summary of feedback following Trust Board meetings and this would be circulated to the LGC's.</p> <p>How to access CAF for building repairs The bidding process in the CAF policy has been circulated and the meeting highlighted that any plans and issues need to be included in the SDP (School Development Plan) as forward planning is required by the schools.</p>

Trewidland	<p>Pupils leaving the school – A key risk.</p> <p>Mr Buckley advised that interviews for covering maternity leave were held on 5th March at Trewidland and the candidate appointed will be a wonderful asset to the school. Trustees agreed that the provision at Trewidland should be supported and any issues arising should receive the required intervention to resolve.</p>
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