



**TRUST BOARD**

Minutes of a Virtual Meeting of the Trust Board of South East Cornwall Multi Academy Regional Trust held on Wednesday 7<sup>th</sup> December 2022 at 5.45 pm.

<b>Present</b>	<b>Yes/No</b>	<b>Present</b>	<b>Yes/No</b>
Mr M Aarts	Yes	Mr L Hallam	Yes
Ms G Adams	Yes	Mrs L Lawson	Apologies
Ms R Brooks	Yes	Mr S Lloyd	Yes
Mr D Buckley, CEO	Apologies	Mr R Newton Chance, Chair	Yes
Mrs H Casson	Yes	Mr C Piper	Yes
Mr J Crisp	Apologies	Ms C Storey	Apologies

**In Attendance: Mrs J Lumbard, CFO  
Mrs K Williams, Clerk to Trust Board**

1. **Welcome**  
The Chair welcomed everyone to the meeting, especially Ms Adams.
2. **Declaration of Business or Pecuniary Interest and Academy-related parties - update on any changes since completion of written declaration**  
No declarations were made.
3. **Apologies for Absence**  
Ms Storey, Mrs Lawson and Mr Crisp sent their apologies in advance of the meeting which were received and accepted by the meeting. Mr Buckley was not present due to an OFSTED visit.
4. **Approval of the minutes of the previous meeting held on 19<sup>th</sup> July 2022**  
The minutes of the meeting held on 19<sup>th</sup> July 2022, having been circulated in advance, were agreed as an accurate record and will be signed.
5. **Progress of action points and matters arising**
  41. **Items from Chair**
    - c) Members meeting feedback  
The Chair advised we have the original AoA (Articles of Association) which are pre 2011. The DfE is recommending that all schools move to the new model AoA. The only fundamental change would be that the Members would hold an AGM (Annual General meeting). The Trust Board will have to adopt the latest AoA and this will be included on the next Trust Board meeting agenda. The Members will be holding a pilot AGM in December. We have been holding an AGM style meeting in September where we have evaluated the effectiveness of the Trust Board. The pilot AGM will be in December and all Trustees will be invited. The Members will receive the Trust Board approved Annual Accounts and they will be given a Members’ Report which includes information on the educational performance of the Trust. The Chair advised that there is no reason why we cannot adopt the model AoA.  
*Update: It was discussed that the changes to the AoA is on the Clerks to do list. The new AoA to be circulated at the next Trust Board meeting.*

**Action: The Clerk**
6. **Reports and Recommendations from Committees<sup>1</sup>**  
Documents had been circulated in advance of the meeting: From these:
  - a) People 20.10.2022

<sup>1</sup> To include items raised for TB consideration by LGCs

Mr Lloyd advised that there a few items to bring to the attention of the Trust Board such as governor appraisal which is developing well and using a similar proforma approach for staff. The CDP calendar is developing and will broaden as it is developed further and is aimed at teaching and non-teaching staff. It is hoped to include wider groups of people such as governors.

- b) **A Trustee referred to the cross Trust CPD calendar and using Eventbrite and thought it would be interesting to see the breakdown of this later in the year.** The committee will be looking at cross Trust activity over the year. The governor role in terms of staff support and wellbeing was discussed in relation to Ofsted visits and the importance in the role of governors to provide support; before, during and afterwards.
- c) **A Trustee asked what form this support might take.** Mr Lloyd advised that it tends to be formally agreed at Chair, Vice Chair and leadership team level and more informal at subject link level. Mrs Casson's safeguarding visit to Saltash was discussed. She explained that she had some questions around different systems being used in the schools. Mrs Casson added that there is a need to ensure that safeguarding is reflected in all meetings and how Trustees know about safeguarding trends across the Trust.
- d) **A Trustee referred to the level of absence in disadvantaged students in the Headteachers' reports but noted that the level of specifics at Trust Board is difficult.** The Chair advised that he had been discussing hub models with another local Trust and how governor engagement works in this model in terms of panels and Ofsted visits. This type of governance model is being used by more Trusts and the Chair will be circulating a report on this following his meeting.
- e) Remuneration 20.10.2022  
Mr Lloyd explained that the committee looked that the appraisal process and some possible challenges for the future if funding doesn't meet expectations. Mr Aarts joined the meeting to ensure it was quorate and was thanked for this. There is one outstanding item which relates to the pay for the CEO. The Clerk has sent a useful NGA guidance document around Executive Pay to Mr Lloyd and the Chair of the Trust Board. The committee are keen to look at the pay scales for the CEO and what is appropriate for the role. Mr Lloyd will be asking the committee to have an interim meeting to consider the NGA report and Mrs Lumbard will be looking at benchmarking for this as well. The Chair of the Trust Board explained the history around the CEO pay and how the current pay policy reflects the current process and he is delighted that the committee is reviewing this again. This is an ongoing piece of work for this committee.
- f) Resources 02.11.2022  
Mr Aarts advised that the key item was the approval of the support staff and teacher's pay policies. There is an impact to budgets of £176K for teachers increases and £176k for support staff increases. The new electricity contract was £198k extra from budgets so are all increased costs from last year. Mrs Lumbard is modelling these costs and hopefully some of this is being funded by the government. Mrs Lumbard advised that she has been modelling at 3% but the ESFA have stated that we should have some school allocations by Christmas.
- g) There has been an announcement that the government are making some further capital money payments to each of the schools for energy efficiency and this is around £155k for the Trust although this will be school specific so Mrs Lumbard will discuss this with the Operations Managers.
- h) The 16-19 Bursary policy was reviewed and the discretionary bursary threshold is being increased to £30k and there should be enough funding to accommodate additional applications.
- i) The third item is the H&S report and there were some concerns raised on the red items on the compliance checklist. This was then discussed at tonight's Audit & Risk meeting. The progress towards the Strategic Plan aims of 7 and 8 were also discussed, both of which have not progressed as much as we would have liked due to staff capacity. The Chair noted that in terms of the aims of expansion, we need to get aims 7 and 8 right. We are reliant on particular members of staff and

we will have a significant gap in the executive team staffing in the Spring term. The Audit & Risk committee do need reassurance about critical issues to do with responsibilities of Trustees. Trustees look forward to the ESFA allocations with interest.

j) Admissions 31.10.2022

Ms Brooks noted it was a straightforward meeting and we ratified the current situation. The Chair noted that there are still not definitive numbers for the capacity of our schools. Saltash sixth form numbers have been impacted by another local provider and Trustees need to keep an eye on this strategically. There is some reassurance that the new sixth form lead will be looking at recruitment and retention of the Year 11s.

k) Learning 12.12.2022

This meeting is being held on 12.12.2022 and minutes will follow.

l) Audit & Risk 07.12.2022

***Verbal recommendation from committee on draft Annual Accounts for Trust Board approval***

Mr Hallam advised that the meeting was held just prior to this meeting with the prime purpose to review the Annual Accounts. The recommendation from the Audit & Risk committee is to approve the end of year accounts and Management Letter. Mr Hallam explained that there is a clean bill of health and thanked Mrs Lumbard and the team. The recommendation is based the opinions of true and fair and regularity. There were no reds areas and only one amber with four green for best practice.

m) Mr Hallam added that there is a history of good achievement for the Trust in terms of annual audit and so the committee recommends approval. Mr Hallam advised that the committee is looking at a strong internal audit programme which goes beyond financial audit. We have met to discuss internal audit and the committee will look at a three-year rolling programme. As part of this, we will look at regulations around assurance on the buildings and compliance around this. We will advise the board on this next time and if any committees identify any emerging risks or current risk, please let Mr Hallam know.

n) Trustees unanimously approved the accounts as presented.

o) The Trustees' report has a lot of detail included. The CEO has added information about the performance of the schools and it is worth Trustees looking at page 8 onwards because a significant amount of details has been added.

p) **A Trustee referred to Saltash and Looe where there are issues with outcomes for students and there are some circumstances which relate to this. A Trustee asked what is the position of the analysis for this and how will this be fed through to the Trust Board.** The Clerk should include this question at the Learning Committee meeting.

**Action: The Clerk**

q) Mr Lloyd added that as part of the discussions in the Remuneration Committee meeting, there are specific personal reasons why progress measures have not been met at some of the schools and the committee were reassured by the CEO that actions and monitoring is underway.

7. **CEO verbal summary of HT Reports – focus on Pupil Progress<sup>2</sup>**

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

a) Mr Buckley was not present at the meeting. The dynamic Headteachers' reports were circulated.

b) **A Trustee felt that the reports do not given enough information and that they do not contain pupil progress. A Trustee queried how do we know about the culture in the schools and this is missing which leaves Trustees vulnerable.** It was noted that it is difficult to monitor the schools and we have had numerous reiterations of the Headteacher's reports. **A Trustee felt that the**

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<sup>2</sup> HT reports to be available at meeting. Report to include summary data from HT reports (P14) for each school

**Headteacher's report is heavily KPI related and not enough narrative. Trustees felt that we need something more informative than its current form.**

- c) **A Trustee suggested that the Trust Board needs more quantitative information.** The Clerk advised that these reports do come with narratives but she has omitted from circulating them with the papers. **A Trustee suggested that the narrative needs to include what is being done about any red areas. We also need feedback from the LGCs on if the reports are working for them.**

**Action: The Clerk**

- d) **A Trustee noted that a summary from the CEO on concerns would be welcomed. A Trustee felt that some of these items could be emerging risks and should be included in the Audit & Risk committee meetings.** The Chair noted that post Covid, we have been hit with other illnesses which is impacting attendance across the Trust. **A Trustee suggested that perhaps we do not have enough external scrutiny apart from Ofsted. The peer reviews have their purpose but they have limitations.**

- e) The Chair suggested that a SIP (School Improvement Partner) would be useful for triangulation. **A Trustee added that a supporting narrative for the red areas on the KPIs would be sufficient. The level of coverage and assurance was under question. A Trustee supported the SIP type role which was felt to be crucial as we need to manage risk and we should have some sort of paid external support which is then provided to Trustees to help triangulate what is going. A Trustee asked who would be able to provide this support** and it was suggested that this might be different organisations/providers and it was acknowledged that this can be difficult to find. The SIP should be challenging and supportive.

**Action: The Chair**

**8. Verbal Update on Liskeard Nursery Committee – Dan Buckley**

- a) The Chair advised that the nursery committee had been discussed during his one to one with the CEO and the process is in hand.

**9. Consider nominations and approve Chairs/Vice Chairs for Local Governing Committees**

- a) Dobwalls: Alan Johnson/Rebecca Manning  
Landulph: Helene Ansell/Clarissa Newell  
Liskeard: Dean James-Robbins/Sally Berne  
Looe: Keith Simmons/Barney Barron  
Saltash: Tim Parkman/Sam Gardner  
Trewidland: Gary Powell-Jones/Andrew Fowler

- b) Trustees unanimously approved the Chairs and Vice Chairs for the academic year.

- c) **A Trustee queried why Trustees are approving governors at local level.** This was discussed at length. The Chair advised that Trustees appoint and remove governors and this makes it clear who has the level of delegation for appointments.

**10. Items from Chair**

- a) Mr Stevens term of office has ended and letters have been sent with thanks.

- b) In terms of Chair of Trust Board recruitment, we need a new Chair as Mr Newton Chance is leaving in March as he has been in the role for 5 years. The Clerk advised that we will be using Governors for Schools for recruitment as this has been successful for recruitment at local level although this does come at a significant cost.

- c) Members meeting/pilot AGM is being held on the 13<sup>th</sup> December and if any Trustees are available they can attend. The Chair will feedback from this meeting. We need to remember to add the AoA on the next Trust Board meeting agenda.

- d) Structure of Trust Board  
Committee structure is in place.

e) Informal meetings with Chair

If any Trustee wants an informal meeting with the Chair, especially newer members, please email Mr Newton Chance and he will help where he can.

f) Meetings for the remainder of the year

The Chair is aware that Trustees are working full time and meetings being quorate continues to be difficult. We will try to be flexible for the meeting schedule where possible. It was noted that hybrid or Teams meetings are really valuable. It is hoped that the March Trust Board meeting will be in person. It was felt that hybrid is the way forward but the IT was not available for this particular meeting. Mr Lloyd noted that he is happy to find alternative times for the People meetings if needed.

**Action: The Clerk**

11. **Adoption of Policies:**

- a) 16-19 Bursary Policy – agreed by the Resources Committee 02-11-2022  
Unanimously agreed by Trustees.

12. **Items from this meeting for report back to LGCs**

- a) The CPD calendar is available on the SMART website and it is hoped that this will extend to governor training in the future.
- b) The Annual Accounts and Management Letter have been unanimously agreed by the Trust Board. The Annual Accounts and Financial Statements will be published on the SMART website in due course.
- c) The dynamic Headteacher's report were discussed by Trustees who felt that they do not contain enough information and have asked for LGCs to feedback any comments that they have on the reports along with the narratives which are provided.
- d) Trustees approved the Chairs/Vice Chairs for the academic year  
Dobwalls: Alan Johnson/Rebecca Manning  
Landulph: Helene Ansell/Clarissa Newell  
Liskeard: Dean James-Robbins/Sally Berne  
Looe: Keith Simmons/Barney Barron  
Saltash: Tim Parkman/Sam Gardner  
Trewidland: Gary Powell-Jones/Andrew Fowler
- e) Trust Board changes  
Mr Stevens' term of office has ended and letters of thanks have been sent.  
Mr Newton Chance will be retiring from his role of Chair of the Trust Board in March. Recruitment for a new Chair is ongoing.

13. **Agreements made by email**

- a) Safeguarding Policy – September 2022  
Support Staff Pay Policy November 2022  
Trustee Reappointment - Helen Casson October 2022  
Trustee Reappointment by Members – Jamie Crisp November 2022  
Teachers' Pay Policy October 2022
- b) Mrs Casson noted there are some changes to the safeguarding policy following a visit to Saltash school.

14. **Date of next meetings:**

29-03-2023 and 19-07-2023 at 5.30pm.

The meeting closed at 6.56pm.

<b>Action Summary</b>	
<p><b>M5. Progress of action points and matters arising</b></p> <p><b>41. Items from Chair</b></p> <p>c) Members meeting feedback</p> <p>The Chair advised we have the original AoA (Articles of Association) which are pre 2011. The DfE is recommending that all schools move to the new model AoA. The only fundamental change would be that the Members would hold an AGM (Annual General meeting). The Trust Board will have to adopt the latest AoA and this will be included on the next Trust Board meeting agenda. The Members will be holding a pilot AGM in December. We have been holding an AGM style meeting in September where we have evaluated the effectiveness of the Trust Board. The pilot AGM will be in December and all Trustees will be invited. The Members will receive the Trust Board approved Annual Accounts and they will be given a Members' Report which includes information on the educational performance of the Trust. The Chair advised that there is no reason why we cannot adopt the model AoA.</p> <p>Update: It was discussed that the changes to the AoA is on the Clerks to do list. The new AoA to be circulated at the next Trust Board meeting.</p>	<b>Action: The Clerk</b>
<p><b>M6. Reports and Recommendations from Committees</b></p> <p>p) A Trustee referred to Saltash and Looe where there are issues with outcomes for students and there are some circumstances which relate to this. A Trustee asked what is the position of the analysis for this and how will this be fed through to the Trust Board. The Clerk should include this question at the Learning Committee meeting.</p>	<b>Action: The Clerk</b>
<p><b>M7. CEO verbal summary of HT Reports – focus on Pupil Progress</b></p> <p>c) A Trustee suggested that the Trust Board needs more quantitative information. The Clerk advised that these reports do come with narratives but she has omitted from circulating them with the papers. A Trustee suggested that the narrative needs to include what is being done about any red areas. We also need feedback from the LGCs on if the reports are working for them.</p> <p>e) The Chair suggested that a SIP (School Improvement Partner) would be useful for triangulation. A Trustee added that a supporting narrative for the red areas on the KPIs would be sufficient. The level of coverage and assurance was under question. A Trustee supported the SIP type role which was felt to be crucial as we need to manage risk and we should have some sort of paid external support which is then provided to Trustees to help triangulate what is going. A Trustee asked who would be able to provide this support and it was suggested that this might be different organisations/providers and it was acknowledged that this can be difficult to find. The SIP should be challenging and supportive.</p>	<b>Action: The Clerk</b>  <b>Action: The Chair</b>
<p><b>M10. Items from Chair</b></p> <p><u>f) Meetings for the remainder of the year</u></p> <p>The Chair is aware that Trustees are working full time and meetings being quorate continues to be difficult. We will try to be flexible for the meeting schedule where possible. It was noted that hybrid or Teams meetings are really valuable. It is hoped that the March Trust Board meeting will be in person. It was felt that hybrid is the way forward but the IT was not available for this particular meeting. Mr Lloyd noted that he is happy to find alternative times for the People meetings if needed.</p>	<b>Action: The Clerk</b>