



## TRUST BOARD

Minutes of a Meeting of the Trust Board of South East Cornwall Multi Academy Regional Trust held at Liskeard School and Community College on Monday 5<sup>th</sup> March 2018 at 5.30pm

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**Present:**        **Mr D Buckley, CEO**  
                      **Mr K George**  
                      **Mr K Johnson**  
                      **Mr J Kitson**  
                      **Mr R Newton-Chance, Chair**  
                      **Mrs K Waghorn**

**Absent:**

**In Attendance:** **Mrs J Lumbard, CFO**  
                          **Mrs D Stoneman, Company Secretary**

To provide evidence of challenge, these questions are highlighted in the minutes.

63.    **Welcome**

Mr Newton-Chance welcomed everyone to the meeting.

64.    **Evacuation Procedure**

The route for leaving the building in an emergency was explained.

65.    **Declaration of Business and Pecuniary Interest - verbal**

Mr Buckley as CEO.

66.    **Apologies for Absence**

All present.

67.    **Approval of the minutes of the meetings held on 17<sup>th</sup> January 2018**

These had been circulated in advance of the meeting and were unanimously agreed and signed as an accurate record of the meeting.

Directors agreed that the minutes of Trust Board meetings should go on the SMART website and be circulated to Local Governing Committees once approved at the subsequent Trust Board meeting.

68.    **Matters Arising**

A document giving details of actions from the last meeting had been updated and circulated in advance.

**M54 Matters Arising**

**M33 5 year strategic plan** - The RAG rated version has now been circulated.

A price for the NGA training courses has been received and approved. An invoice has been received but there has been a delay in processing. Access to these courses on the NGA website is expected imminently.

**M37 Minutes from LGCs** - The KPI structure for community governors will be added to the Scheme of Delegation taking account of proposed changes to the structure.

**Redundancy Policy** – A second draft of the SMART policy and a flow chart have been produced. Copies of existing policies from the other schools have been requested and provided in order to check for overlap.

On commencement of the redundancy process, the insurance company will be informed.

**M55 Minutes of Local Governing Committees – Landulph:** Transport walk. Mr George advised that the route had been set down in August 2016 with appeals needing to be made within 20 days. To his knowledge, no appeal had been submitted. **A Director asked if the Trust Board are responsible for transport to schools.** It was noted that they are not; this is the responsibility of the Local Authority.

**Looe:** Following concern about the use of photographs of Pupil Premium students Mr Buckley advised that a number of schools use similar systems. A colour code is used and the key is kept confidential. Schools who use this have stated confidentiality rules which are shared with staff.

**M56 - Director Appointments:** Mr Newton-Chance and Mrs Waghorn had met with Helen Casson and recommended her appointment which was ratified by the Trust Board. She had subsequently decided not to join the Trust Board. An advertisement had been publicised for these vacancies and two applications have been received.

**M61 Additional Items – Registered Office Address:** Following a discussion at the Remuneration Committee meeting when it was highlighted that this would involve schools changing their stationery, it was recommended that this is delayed until 1<sup>st</sup> September.

**Remuneration Committee** – The transfer of the remit of this committee to the Trust Board was discussed at the Remuneration Committee meeting and recommended that teachers performance management is discussed at the Trust Board meeting in the Autumn Term (taking account of the salary submission deadline) and that Headteachers' Performance Management is considered by the Remuneration Committee later in the Autumn Term.

A Director asked for an update on the item contained in the confidential appendix. See appendix.

**A Director felt that the redundancy process needs to be clarified in the policy.** It was noted that at the current time, it is the local policies that need to apply.

It was noted that there is currently no capacity in the CBU for the HR function. **A Director asked when it would be possible to recruit someone to deal with this.** This will be considered under the Finance Report.

69. **Minutes of Local Governing Committees**

Dobwalls 1-2-2018; Landulph 31-1-2018, Looe 29-1-2018, saltash.net 30-1-2018, Trewidland 14-12-2017. These had been circulated in advance of the meeting.

Mr Newton-Chance suggested that Directors look at the LGC minutes of the school they are linked to. 'Matters for Trust Board attention' would be an agenda item in future. **ACTION: D STONEMAN**

It was agreed that this would replace the foci on the calendar for each half term. The Headteachers' Reports should cover all of these items each term with specific items being highlighted at that point on the agenda.

**Looe** – Mr Newton-Chance advised that their meeting had covered HR policies and their budget. He asked if there is a proposal. Mr Buckley advised that a set of proposals is now available and will be considered in the Finance Report.

**Landulph** – Mr George advised that they had had a positive meeting with nothing specific to be highlighted.

**Saltash.net** – Mrs Waghorn advised that frustration about not being able to apply for capital grants direct had been expressed. Mrs Lumbard advised that she has met with the person concerned and explained that the larger trust has an allocation rather than having to prepare bids as previously. It was noted that the allocation is still not known and a process will need to be put in place to decide its allocation. **ACTION: J LUMBARD**

The Trust Board will make the decision as to how this is allocated. Mrs Lumbard has raised these questions with the ESFA. **A Director asked if we know of another MAT who has received this allocation.** Mrs Lumbard advised that she has a contact. The possibility of redundancies is another issue that was discussed at the meeting.

**Liskeard** – governors were commended for raising the 5 year strategic plan which they will hopefully contribute to. It was noted that there had been a high level of challenge. A Director asked if the solar panels on the roof are owned. This will be checked. If owned by Cornwall Council, it was noted that there should be a lease. **ACTION: J LUMBARD**

**Trewidland** – the school wants to do marketing to promote the school and increase pupil numbers. There was a query raised as to whether this would draw pupils from Dobwalls. It was felt that as Dobwalls was over-subscribed, this would not be a problem. A Director asked if this should be led by the CBU. This was discussed and it was felt at the current time, local initiatives would be the most effective. It was noted that there is now a person within the CBU who is responsible for keeping the websites up to date. Changing the name of the school has also been suggested. It was noted that this would need to be a proposal to the Trust Board. Directors agreed that the proposed car park should be a priority.

**Dobwalls** – had been grateful for the new style of reporting. A Director asked what the Section 106 funding refers to. Mr Buckley explained this and has liaised with the Local Authority.

70. **Review of Performance data – see Headteacher’s Reports to LGCs**

**A Director commented that the Board was not receiving the information it needed to effectively monitor schools in a timely fashion.** The current format of headteachers’ reports was insufficient. As they were prepared in the Autumn Term, they are also out of date. This was discussed at length. It was agreed that Directors would look at their KPIs and decide which were the most crucial to be regularly reported on. This could then be taken back to the Leadership Team for a decision about how best to collect the data in a timely and less labour intensive way. **ACTION: ALL DIRECTORS**

A Director felt that in order to allow comparison of progress data between schools there needs to be a common assessment method. The possibility of having an external exam done under secure conditions across the MAT which would give an accurate picture should be considered.

Mr Buckley advised that consistent assessment has been implemented in the primary schools and it is proposed to do the same in the secondary schools with Maths first. There was a lengthy discussion about how headteachers determine what progress their students are making. An analysis of the predicted results against actual results had shown a significant degree of inaccuracy.

Directors agreed that the KPIs they had selected should be reported on regularly with critical items highlighted.

It was noted that the existing Headteachers’ reports should be completed for this term’s LGC meetings.

71. **CEO** - update on Learning issues inc. RSC visit

It was decided there would be a presentation on Assessing Student Progress (ASP) at the next meeting.

Dobwalls had their second visit by an RSC inspector last week. They had received an extremely good verbal report; the measures put in place were described as robust and effective. Improvements had been made in all indicators. EYFS (Early Years Foundation Stage) was thought to be 'outstanding' and if results are in the average band, the school could be graded as good in the event of an Ofsted Inspection. Staff are positive; teaching and behaviour are considered to be good. Work is needed with Yr5. Leadership training has been well received and support from Landulph much appreciated. **A Director suggested that the Headteacher receives positive feedback from the Trust Board.** This would be provided after the written report is received. **A Director asked what the likelihood is of the school being graded as good.** Mr Buckley outlined the factors that will affect this. There will be a further visit in 8-10 weeks' time. It was noted that the reports are for internal use only.

At saltash.net the first phase of leadership training has been completed. The next stage is to look at UPS 3 staff. Mr Buckley advised Directors that the Leadership Team is working collaboratively in addressing the leadership issues highlighted during the EA visit.

## 72. CFO - Finance Report and update on Resources issues

The completed KPI sheet had been circulated. From this:

- a) Additional income had been received from Headstart Kernow; primaries have had their Sports Premium doubled. Both these additions were announced after the budget was set.
- b) The staffing variance is due to higher agency supply costs; Mrs Lumbard advised that this may average out over the year. Investigation is currently being done for an insurance scheme for the whole group of schools.
- c) Saltash – there has been a drop in Year 12 student numbers. A huge amount of in-year savings have been made; replacement of those who retired or left has been managed without compromising the curriculum. Support staff replacement has been reviewed. Currently it is expected that there will be an overspend of £84K for the year. **A Director asked where this is shown on the report.** Mrs Lumbard advised that she knows the current position and she will look to expand the reports so they include this information. **A Director suggested that there are three columns – budget, forecast and variance with an explanation about any significant variances. Another Director suggested that there are separate reports for current year and future years.**
- d) A financial analysis will be looked at with Looe school; a similar process will be undertaken at Liskeard.
- e) Funding figures were received last week and have increased.
- f) See appendix.
- g) At Trewidland there have been increased costs for the pre-school. Staffing models have been provided which are looking positive.
- h) **A Director asked if there has been any information forthcoming about the SCAPE (Superannuation Contributions Adjusted for Past Experience) changes to employer contributions to pensions.** There has not. Mr Newton-Chance has checked with ASCL and they still expect them to go ahead, although the ESFA has not responded and it has not been included in their recently published schedule of increases in school costs.

- i) **A Director asked if the £600 incentive for studying Maths at A level has been included.** Mrs Lumbard advised that this is not yet confirmed and will depend on student numbers on Maths courses.
- j) **A Director asked if it was felt that a cashflow forecast should be provided to directors.** Mrs Lumbard advised that this is available and would be forwarded. **ACTION: J LUMBARD**
- k) Mrs Lumbard advised that there has been a successful bid for ARB (Area Resource Base) funding at Liskeard which will enable it to double in size. This will result in a net financial gain in place of the current loss
- l) **A Director noted that there is a positive variance in the CBU funding.** Mrs Lumbard advised that this will change when the IT network is introduced which requires a one-off capital investment to initiate. **A Director asked if the schools should make a contribution for this.** Mr Buckley advised that this will be recovered from them in their charges for future years. Overall this does result in a saving for the individual schools.
- m) **A Director asked if the current contribution from the schools is set too high and should the CBU surplus be used for specific resources to provide additional support in the CBU.** Mr Buckley advised that the current level of contribution was low in comparison with most MATs but that expanding the capacity of the CBU is under consideration. It was agreed that there should be a costed report about the development of the CBU provided for the next meeting. **ACTION: D BUCKLEY/J LUMBARD**
- n) **A Director asked if there is any funding allocated for the Employment Tribunal.** Mrs Lumbard advised that there is.

73. **CEO and KW - update on People issues incl. ET**

**Employment Tribunal** – the preliminary hearing has taken place and 17-21<sup>st</sup> September 2018 has been allocated for the hearing at Bodmin. A request was received for further information which has been provided. A schedule of loss has been provided. See appendix.

Mrs Waghorn was thanked for her work on this.

See appendix.

A member of staff at Looe has been suspended and there will be a Disciplinary Hearing on 23rd March.

74. **Director Appointments**

There are currently vacancies for Finance, Safeguarding and CSA Directors. There have been two applicants and another person is considering the Finance role. Mrs Stoneman was asked to arrange interviews with two Directors and a Member present for the Member appointed position.

**ACTION: D STONEMAN**

**A Director asked if there would be clarification about their role as this seemed over-whelming at the moment.** Mr Newton-Chance suggested that Directors should focus on their linked school and the policies and data within their remit. Operationally, policies come from the CBU and just require review to ensure that they reflect the SMART vision and ethos. **A Director felt that one person with their eye on one school was not sufficient.** Mr Newton-Chance felt this was the best way to manage the information flow, but that of course, at Trust Board meetings all Directors would be involved in reviewing the performance of all SMART schools.

75. **Policies**

These had been circulated in advance of the meeting.

**SMART Admission Arrangements for 2019** – unanimously approved.

**SMART Financial Regulations Policy and Procedures** – it was noted that this has been changed to require a headteacher to seek agreement before changing staffing structure. Unanimously approved.

**SMART Charging and Remissions Policy** – Mrs Lumbard advised that there have not been any changes to this policy. It was noted that the sentence at the bottom of page 3 needs to be clarified. Subject to that, this policy was unanimously approved.

**SMART Counter Theft Fraud And Corruption Policy** – no changes and unanimously approved.

**SMART Donations Policy and Procedure** – no changes and unanimously approved.

**SMART Financial Scheme of Delegation 2016-17** - a Director queried the process for dealing with tenders. It was agreed that depending on the level, which needs to be agreed, there should be a Director present.

**ACTION: J LUMBARD**

A Director commented that £5,000 for unpaid income to be written off seems high. This was discussed and it was agreed that under £5,000 is acceptable.

**SMART Reserves & Investment Policy** - no changes and unanimously approved. **A Director asked what the current amount of reserves is.** Mrs Lumbard advised that this is just under £800K. They try to maintain 4% but the intention is to try to increase this. This is something that the auditors would highlight if it became excessive. **A Director asked what protection this invested money has.** Mrs Lumbard advised that it is in one account at the moment so is the standard amount for any account. This will be reviewed.

**ACTION: J LUMBARD**

**Director & Governor Acceptable Use Policy** – a Director advised that emails should be categorised if they are confidential in the subject. Subject to this addition, this policy was unanimously adopted.

**Governors' Visits Policy** – changes were suggested and agreed. Subject to these changes, this policy was unanimously adopted.

**SMART Redundancy and Redeployment Policy** – this policy was considered in detail. It was noted that it should refer to academy throughout. A Director highlighted that the school leadership and headteacher should not be involved in the scoring process that should be done by a panel of local governors and/or directors. The proposal to pursue redundancies should be approved by the Trust Board and this needs to be shown on the flow diagram to initiate the process. The sentence regarding assisting employees to find employment was considered to be a duplication so was deleted. The terminology of 'staff' should be changed to 'employees'. The appeal should be to the Local Governing Committee. Mrs Stoneman was asked to make these changes and recirculate the policy to Directors, requesting responses within 7 days.

**ACTION: D STONEMAN**

**A Director suggested that a consultant is used to review the Health and Safety policy.** Mrs Lumbard will check this. Mr George advised that he has asked Paul Taylor for the schedule of the Health & Safety audits and has been advised that this is in hand. It was noted that saltash.net has a statement of safety policy.

**ACTION: J LUMBARD**

The Freedom of Information Policy would be included for the next meeting.

Mr Buckley advised that he has met with Union representatives regarding policies. They had requested one change to wording that had been circulated. This was unanimously agreed. Mr Newton-Chance offered to attend these meetings in future (!).

76. **GDPR**

An action plan and report had been circulated in advance of the meeting. There were no further comments or questions. Steve Green was complimented for his work on this.

77. **Presentation to LGCs by Mr Newton-Chance**

This had been circulated in advance of the meeting and was summarised by Mr Newton-Chance. It was agreed that it is not necessary to have the foci on the calendar. The Clerk was asked to advise the LGCs. Directors agreed that delivering the presentation to them was a worthwhile activity.

**ACTION: D STONEMAN**

78. **Conferences and Training**

Mr Kitson and Mrs Stoneman had attended a course run by the NGA on MAT Governance. This had been disappointing as the focus had been on those considering joining a MAT rather than best practice in governance moving forward.

Positive feedback has been received for SMART Day.

79. **Additional Items**

a) It was agreed that there did not need to be meetings on 23rd April or 14th June. The meeting scheduled on Monday 30<sup>th</sup> April for Audit at 4pm would be followed by a Trust Board meeting at 5.30pm. The Admissions meeting scheduled for 14<sup>th</sup> May would be cancelled and would be an agenda item at the TB meeting on 30<sup>th</sup> April.

b) Mr Kitson offered to attend the meeting with Finance Link Local Governors and Mr Buckley on 21<sup>st</sup> March.

80. **Dates of future meetings**

Monday 30<sup>th</sup> April Audit at 4pm and Trust Board at 5.30 pm in Liskeard

Monday 16th July at 5.30 pm in Liskeard – Trust Board

The meeting closed at 8.30 pm.

<b>SUMMARY OF ACTIONS</b>	
<p><b>M69 Minutes of Local Governing Committees</b> ‘Matters for Trust Board attention’ would be an agenda item in future.</p> <p>Saltash.net – Capital Grants: It was noted that the allocation is still not known and a process will need to be put in place to decide its allocation.</p> <p>Liskeard - A Director asked if the solar panels on the roof are owned. This will be checked. If owned by Cornwall Council, it was noted that there should be a lease.</p>	<p><b>D STONEMAN</b></p> <p><b>J LUMBARD</b></p> <p><b>J LUMBARD</b></p>
<p><b>M70 Review of Performance data</b> Directors to decide which KPIs in their area were crucial to be monitored on a regular basis.</p>	<p><b>ALL DIRECTORS</b></p>
<p><b>M72 CFO - Finance Report and update on Resources issues</b> j) <b>A Director asked if it was felt that a cashflow forecast should be provided to directors.</b> Mrs Lumbard advised that this is available and would be forwarded.</p> <p>m) It was agreed that there should be a costed report about the development of the CBU provided for the next meeting.</p>	<p><b>J LUMBARD</b></p> <p><b>J LUMBARD/ D BUCKLEY</b></p>
<p><b>M74 Director Appointments</b> - Mrs Stoneman was asked to arrange interviews with two Directors and a Member present for the Member appointed position.</p>	<p><b>D STONEMAN</b></p>
<p><b>M75 Policies</b> <b>SMART Financial Scheme of Delegation 2016-17</b> - a Director queried the process for dealing with tenders. It was agreed that depending on the level, which needs to be agreed, there should be a Director present.</p> <p><b>SMART Reserves &amp; Investment Policy - A Director asked what protection this invested money has.</b> Mrs Lumbard advised that it is in one account at the moment so is the standard amount for any account. This will be reviewed.</p>	<p><b>J LUMBARD</b></p> <p><b>J LUMBARD</b></p>

<p><b>SMART Redundancy &amp; Redeployment Policy</b> - Mrs Stoneman was asked to make these changes and recirculate the policy to Directors, requesting responses within 7 days.</p>	<p><b>D STONEMAN</b></p>
<p><b>A Director suggested that a consultant is used to review the Health and Safety policy.</b> Mrs Lumbard will check this.</p>	<p><b>J LUMBARD</b></p>
<p><b>M77 Presentation to LGCs by Mr Newton-Chance</b> - The Clerk was asked to advise the LGCs.</p>	<p><b>D STONEMAN</b></p>