

MINUTES OF THE MEETING OF THE TRUST BOARD OF DIRECTORS

Date: 1.30pm 30th March 2017

Venue: Hitchcock Pavilion, Kilmington

Directors present:

Initials	Attendees	Category	Initials	Attendees	Category
BI	Brian Impey	Foundation	NW	Nigel Whitaker	Chair, Foundation
AR	Andrea Rice	CEO	LA	Lesley Adams	Directors appt
BA	Barry Allsop	Foundation	MVdW	Mark Van de Weyer	Foundation
PM	Paul Middlemast	Foundation			

In attendance: Veronica Dower (VD), Clerk to the Board & Company Secretary

1	<p>WELCOME & APOLOGIES FOR ABSENCE NW welcomed directors to the meeting. Apologies were received from David Williams and Elizabeth Fraser.</p>
2	<p>DECLARATIONS OF INTERESTS & ELIGIBILITY The chair invited members to declare any interests in the agenda items. No interests were declared.</p>
3	<p>CONFIDENTIALITY & REGISTER OF ATTENDANCE The confidentiality statement was on the attendance sheet signed by all attendees.</p>
4	<p><u>MINUTES</u> of the Directors meeting held on 9th February 2017</p> <p>Part 1 minutes were circulated ahead of the meeting, Part 2 minutes were tabled at the meeting. The minutes were agreed to be an accurate record of the meeting and signed by the Chair.</p> <p><u>MATTERS ARISING</u> The following matters arising were noted.</p> <ul style="list-style-type: none"> i) A date for the Appraisal Panel to meet with AR was arranged for 20th April at 10.30am. A meeting was arranged with the clerk at 11.30am. ii) Review of SENCO was deferred to the next meeting iii) Draft staff code of conduct to be added to next agenda. It was agreed that BA would forward to directors for comments. iv) AR confirmed that a letter had been written to Devon CC to confirm Board approval of Axminster expansion.
5	<p>To consider any items which the Chair thinks should be dealt with as matters of urgency because of special circumstances and items to be dealt with under Part 2 Staffing items would be discussed under Part 2.</p>
6	<p><u>MAT STRATEGIC PLAN</u></p> <p><u>MAT Prospectus</u> The MAT short prospectus was circulated in advance of the meeting. LA gave directors an update on the development of the prospectus and the Board discussed its use and audience. The intention was to provide a document that could be circulated to schools in a specific geographical area. After further detailed discussion relating to strategy and the strengths of the MAT, it was agreed that the prospectus would be an executive summary of the MAT. It could also be used as an introduction to the MAT on the website, linked to more detailed information and documents.</p>

	<p>Amendments suggested and agreed were:</p> <ul style="list-style-type: none"> • An overview at the start with a summary of the size and location of the MAT, along with more emphasis on the USPs. • The uniqueness of a MAT that is across county; expands two dioceses and acknowledges the spiritual values of both community and church schools. • The addition of the 'HUB' as a sub heading • 'How Acorn Makes a Difference' to be added as the headline to the case studies. <p>It was AGREED that LA would revise and circulate, for the Board to comment and return.</p>
7	<p>LOCAL GOVERNING BODY MINUTES The minutes were circulated ahead of the meeting and were received and noted.</p>
8	<p>CURRENT SITUATION & REPORTS</p> <p>8.1 CEO REPORT The reports were circulated in advance of the meeting. The CEO's reports provided a summary of academic predictions for 2017, an overview of developments within the schools of the trust, an update on the HUB and IT, the early years' strategy and an update on the growth strategy.</p> <p>The CEO highlighted the following key points:</p> <p><u>Predictions for 2017</u></p> <p>i) <u>Number on roll</u> from the January census shows 625 pupils. Ten pupils have been added to the roll since October 2016. In response to a question, AR confirmed that numbers for reception are still not allocated, so final numbers for 2017 are not known.</p> <p>ii) <u>Attendance</u>: Axminster, Marshwood and Membury have shown falling attendance rates. Pupils have been affected by illness at Marshwood and term time holidays. 95% attendance tends to be the cut off.</p> <p>iii) <u>EYFS</u>: Predictions for the amalgamated scores showed this was steady across all the schools.</p> <p>iv) <u>Year 1 Phonics</u>: Predicted results were above 80% across all schools except Membury with 5 children in the cohort</p> <p>v) <u>Year 2</u>: The Board noted the low predicted result for writing at Marshwood and the contrast with reading and maths.</p> <p>vi) <u>Year 6</u>: The Board noted the predictions for Axminster & Lodgers and uplift from 2016. AR explained that considerable additional support had been put in place at both schools and gave details of this to the Board. Writing moderation across the MAT has received significant focus through 2016/17. On 26th April a Babcock advisor will review this to ensure judgements are accurate. In response to a question, AR confirmed that Lodgers predictions were accurate.</p> <p>AR commented that if the predicted results were achieved, all schools would be above floor standards for 2017. AR highlighted the impact of the small cohort at Membury and large percentage of SEN children in KS2.</p> <p>vii) <u>Safeguarding & Exclusions</u>: A total of 13 safeguarding incidents were reported, there had been no exclusions.</p> <p>8.2 The CEO's academy report was structured and included reference to the following which the Board discussed: the level of support in place at each academy, standards and attainment, teaching, learning and assessment, behaviour, safety and welfare and leadership and management. AR highlighted the key points and risks:</p> <p>i) <u>Axminster</u></p> <p>Intensive support was in place at Axminster, this has included external support through the</p>

	<p>JCTSA. The Board questioned the quality of teaching and the support in place for teaching that was less than good. AR detailed the level and areas of support, both internal and external.</p> <p>Early Years has been improved through intensive support from a consultant from Babcock. All structures, provision and paperwork have been reviewed, including induction procedures and this will now go out to the other schools in the MAT.</p> <p>A review of the staffing and class structures at Axminster is still ongoing, but has not yet been confirmed. Middle leadership roles have also been reviewed.</p> <p><u>Risks were highlighted, including:</u></p> <p>Ambitious standards, early years and the difficulty in recruiting high quality staff, governance and the focus of the LGB in monitoring strengths and weaknesses, the budget deficit. The Board questioned the strengths of leadership & management and discussed the risks.</p> <p>ii) <u>St Andrew's</u> The SIAMS inspection was conducted on 21st March and a draft report had been issued. AR reported that three areas were awarded 'outstanding': Christian Distinctiveness, Collective Worship and Leadership and Management. The Board congratulated the Head of School, staff and governors on this achievement. The results of the inspection will be released to the press.</p> <p>iii) <u>Marshwood</u> Standards at KS2 were consistently high, especially in maths. Standards at key stage 1 were more varied. Teaching is consistently good, with improved independence at key stage 2. There has been improved provision for SEN children through the new SENCo in place. Leadership & management areas highlighted were the development of the SENCo and literacy leader, along with strong local governance providing support and challenge. AR highlighted risks around the level of identified SEN in key stage 1, especially SALT</p> <p>iv) <u>Membury</u> Attainment will not meet floor standards due to the small numbers in the cohort and level of SEN need. However, progress is good with case studies for individual children. Attitudes to learning are outstanding. Risks included the change of role for the Head of School and senior teacher and appointment of a new key stage 2 teacher</p> <p>v) <u>Mrs Ethelston's</u> Attainment is above the national average and floor standards were met. This has been confirmed in the validated data from February 2017 when writing results were resubmitted. Predictions for 2017 are high and maintain a trend of sig + for more than 3 years</p> <p>vi) <u>Loders</u> AR highlighted risks around leadership and management and the monitoring role of local governors. AR reported that the clerk of the LGB had recently resigned. Attainment should show a dramatic improvement at key stage 2, with progress steady from EFYS to key stage 1. Teaching has shown a significant improvement, with support from Mr Rourke through monitoring planning and supporting teaching through work scrutiny</p>
8.3	<p><u>The HUB and IT</u> AR reported that three IT consultants are in the process of carrying out full IT audits. These would include IT infrastructure, networking, cloud systems, back up, hardware, broadband and software packages for MIS. This will lead to a 3 year plan to include future costings. The Board agreed that the reports received would be examined in detail by the Finance & Audit committee and circulated to the Board in due course.</p>
8.4	<p><u>EYFS</u> The 30 hours offer from the government is not proving that popular with parents, mainly because the criteria are so specific and complicated. It will therefore not be offered and the current position is to enable the schools to keep the provision they currently have. However the pre-school provision at Loders is being reviewed. After questions from the Board, AR explained that it is very rare for a pre-school to be attached to a primary school in Dorset. A further review of the funding and costs will be undertaken by the finance manager to confirm the financial viability of a new pre-school.</p>

	<p>The Board requested that the analysis was brought back to the Board when complete.</p>
8.5	<p><u>GROWTH STRATEGY</u> The Board received an update on recent discussions with the dioceses of Exeter and Salisbury relating to the growth of the MAT.</p>
8.6	<p><u>STANDARDS & SCHOOL IMPROVEMENT</u> <u>RAISEonline focus.</u> The Clerk and LA gave the Board a review of the recent MAT training on performance data and RAISEonline. NW stressed that the trust Board should commit to undertake training on performance data, whether through Babcock, or online through GEL or Fischer Family Trust (FFT). It was AGREED that the training undertaken by individuals would be reported back at the next meeting.</p>
8.7	<p><u>SAFEGUARDING, SEND & INCLUSION</u> Safeguarding report BA updated the Board on a recent incident; no further safeguarding incidences were recorded.</p> <p>AR noted that Pupil Premium, SEN & Inclusion would be reported at the next meeting. The progress of PP children is key, part of the Axminster school to school report will be a comprehensive review of Pupil Premium by a consultant after Easter, how the money is spent and how it is evidenced.</p>
8.8	<p><u>CEO & MAT Support & External Consultant</u> The Board discussed the mentoring, training and support for the CEO and the MAT. BA proposed the use of an external consultant through Best Practice Network, to give an outside perspective of the MAT. The consultant recommended was Adrian Massey, who is the CEO of a large primary MAT. The agenda of the two day visit and inspection would be negotiated, based on the objectives identified by the Board. It was AGREED that BA would continue to negotiate, and arrange a suitable time for this during the summer term.</p>
8.9	<p><u>SIAMS & ETHOS – CHRISTIAN CHARACTER & VISION</u> The Ethos Committee report and minutes were circulated in advance of the meeting and noted. AR reported that the SIAMS inspector was very impressed with the strong links between the Ethos Committees made up of children at the Church schools and the MAT Ethos Committee. The Board discussed the membership of the Ethos Committee and role of directors. It was AGREED that MVDW would stand forward to join the committee, with a decision to be made by the next meeting.</p>
8.10	<p><u>PR/MARKETING</u> The Board discussed the potential content and structure of the new website. It was AGREED that MVDW would put together a paper on ideas relating to the content of the website.</p>
9	<p><u>HR, STAFFING & ADMINISTRATION</u></p>
9.1	<p><u>Staffing update & HR report</u> PM updated the Board on new contracts being introduced for support staff. AR confirmed that the new Head of School at Lodgers will be a full time position, within the ISR of L3-8. Further staffing matters were discussed under <u>PART 2</u>.</p>
9.2	<p><u>FINANCE</u> The Board noted the report circulated by the Chair of the Finance & Audit committee and minutes from the Finance & Audit meeting on 20th March 2017. Both were circulated in advance of the meeting. AR commented that on the website, there is now a table of what each school is likely to lose in funding by 2020. This also detailed changes to SEN funding, which will have a significant impact, particularly on the smaller schools, beyond 2019. MVdW commented on the new neighbourhood plan, now put out to consultation at Membury and suggested a dialogue with the local community.</p>

<p>9.3</p> <p>9.4</p> <p>9.5</p>	<p>After discussion, it was AGREED that MVdW would liaise with the Finance Manager over the detail of the three year budget plan.</p> <p><u>Monitor annual budgets</u> The Board received and noted the 5+7 management accounts and report from the Finance & Audit committee, including the reduction in the projected budgeted surplus and significant variances.</p> <p><u>Risk Register</u> Reference was made by the Board to the Risk Register. It was AGREED that the latest Risk Register would be circulated by the Clerk, in conjunction with the Finance Manager, with all members asked to review and comment. The Risk Register will be updated and tabled at each F&A and Trust Board meeting.</p> <p><u>PREMISES & HEALTH & SAFETY</u></p> <p>BI reported that no results had been received from the CIF bids submitted by the MAT. The site investigation works at Mrs Ethelston's retaining wall should be completed over Easter; the cost is now £1,100. The Bestic Trust meeting was attended by BI who has joined the Trust and has now become the link member. BI explained that the trust own the new site for Mrs Ethelston's and the land. Meetings have been arranged with an architectural practice over the cost of a detailed planning consent and the feasibility of the proposal.</p> <p><u>Health & Safety report</u> There were no key issues to be brought to the Board's attention. The proportion of the budget for premises should be reviewed for 2017/18. BI commented that Directors will need to consider spending reserves in the future to enable site improvements.</p>
<p>10</p> <p>10.1</p> <p>10.2</p> <p>10.3</p> <p>10.4</p> <p>10.5</p>	<p><u>GOVERNANCE & DELEGATION</u></p> <p><u>Competency Framework & Director training</u> The Clerk to the Board presented a report of the new competency framework linked to Director training needs. The Clerk explained that the courses listed within the report were available, either through Babcock, the JCTSA, the diocese and GEL. After discussion, it was AGREED that the review of the MAT should include a look at training needs and for AR to explore a possible link with other MATs to pool resources for training. All Directors agreed to review the document and analyse their own training needs.</p> <p><u>Proposed Standards Committee</u> The Clerk prepared a draft ToR for a Standards Committee, which was circulated prior to the meeting. The Board reviewed the ToR and discussed the need for a separate committee. LA proposed that the function of the committee should stay within the remit of the Trust Board, with the focus of Board meetings to be the CEO report on educational standards. The Board agreed with this proposal.</p> <p><u>LGB Structure</u> NW updated the Board on recent development at LGB level, including the decision to separate the LGBs of Axminster & Membury in the summer term. The Board discussed the breadth of the LGB function and the need to minimise duplication with the Finance & Audit committee and the Trust Board. It was AGREED that the Clerk would review the original LGB ToR and report back to the Board at the next meeting.</p> <p><u>Members and Induction</u> AR reported that Salisbury diocese had recently appointed a new DSET Member and had asked for information on the induction process for Members and the appointment of new foundation directors by Exeter and Salisbury.</p> <p><u>Appointments & Resignations</u> The Board was asked to approve the appointment of two new local governors (a community governor to Axminster LGB and a foundation governor to Mrs Ethelston's).</p>

	RESOLVED 10.5: The Board approved the appointment of Claudia Betteridge as a foundation governor to Mrs Ethelston's LGB and John Mackay as a community governor to Axminster LGB.
11	<p>ACORN POLICY REVIEW AND APPROVAL</p> <p>The Board received a suite of policies for approval and for implementation across the Trust.</p> <p>RESOLVED: to approve the following Policies:</p> <ul style="list-style-type: none"> • Safeguarding & Child Protection Policy – Marshwood & Loders • Teaching & Learning Policy • SMSC Policy • Drugs Policy • Exclusions Policy <p>The Board discussed a proposed 'Drug & Alcohol Misuse Policy' for staff. It was agreed that PM would circulate a draft policy for comments.</p>
12	Chair's/ Clerk's business - update from EFA Bulletins and correspondence
13	<p>REVIEW OF IMPACT OF MEETING</p> <ul style="list-style-type: none"> • Focussed CEO report on educational priorities & outcomes for children • Draft prospectus reviewed • Growth strategy discussed • Early Years strategy and pre schools
14	<p>Issues raised with the Chair before the meeting</p> <p>Action: VD, LA and NW to meet to review the format of Trust Board agendas</p> <p>The meeting closed at 4.20pm</p>
	<p>Date and time of the next Board meeting</p> <p>25/05/17 1.30pm</p> <p>Finance & Audit Committee</p> <p>18/05/17 9.30am</p>

Actions

4iii)	Draft staff code of conduct to be added to next agenda, BA to forward to directors for comments.	April
6	LA to revise prospectus and circulate for comments	April
8.4	A review of the funding and costs for a pre-school by the finance manager, to be brought back to the Board for review	May
8.6	All directors to undertake performance data training, to report back at the next Board meeting	May
8.8	BA to negotiate, and arrange a suitable time for the external consultant to visit and review the MAT	May
8.9	MVdW to produce paper on the proposed content of the new website	May
9.3	The Clerk to circulate the latest Risk Register for all members to review and comment. The register will be updated at each F&A and Trust Board meeting.	April/May
10.1	AR to explore a possible link with other MATs to pool resources for training. All Directors agreed to review the competency framework and training document, to analyse their own training needs.	May
10.3	The Clerk to review the LGB ToR and report back to the Board at the next meeting.	May
11	PM to circulate draft drug and alcohol policy for comments	April
14	Clerk, LA and NW to meet to review format of agendas.	April