



MINUTES of the BOARD MEETING
11 July 2017, 5.00 at Penrice

Part A Public

Item	Subject	Action
	<p>Present: Michael Cooper – Chair Shaun Netherton Kevin Pearce <i>item 4.4 onwards</i> Chris Price <i>item 7.2 onwards</i> Ramon van de Velde</p> <p><i>Also in attendance:</i> Jeremy Alder (JA) – Trust Secretary Austin McNamara (AM) – Interim CEO Paul Towe (PT) – Headteacher <i>items 1- 7 only</i> Ellie Willcocks (EW) – Chief Finance Officer</p>	
	<p>Apologies: David Parker, Jeremy Barnard, Julie Seyler, Emma Knowles. The Chair welcomed PT as acting CEO from September.</p>	
1	Conflicts of Interest: no additional interests were declared.	
2	<p>Previous minutes of the 22 June 2017 were accepted subject to the following two amendments to item 6.1: Third sentence to read “<i>She reminded Directors that the four reasons for the overspend were the Interim CEO appointment, CEO’s retirement, CFO maternity cover and additional HR capacity.</i>” Fifth sentence to replace reference to reserves with “<i>1% increase in top slice</i>”.</p>	JA
3	Matters arising	
3.1	<p>3.1 Data. AM confirmed the Trust has agreed a package of work with Jason Hurr which includes a termly report to the Board.</p>	
3.2	<p>3.2 Office space. Lease still to be signed.</p>	
3.3	<p>3.5 LGB reporting. Agreed to two reports a year – deadlines are autumn half term and start of summer term.</p>	
3.4	<p>5.7 CEO recruitment. Jeremy Barnard has offered to help with CEO recruitment.</p>	
4	Chair’s Actions	
4.1	<p>Farewell event for David Parker agreed as 14th September. The Chair and JA to organise invites and payment collections.</p>	MC/JA

4.2	Paul Towe appointed as acting CEO for autumn term.	
4.3	Penrice retained their Teaching School status with Richard Baker as the lead.	
4.4	<p>Board membership.</p> <p>Emma Knowles is stepping down as a Director, so a new Chair of Audit Committee will be needed for next term.</p> <p>Chris Price has indicated he would prefer to remain as a governor at Fowey but could act as an Associate Director to support the central team.</p> <p>Directors suggested it would be better to retain him as a full Director for at least the short term.</p> <p>JA to use the Academy Ambassadors service to seek additional Directors.</p> <p>The Chair will seek to appoint a second Vice Chair in the autumn term.</p>	<p>JA</p> <p>JA MC</p>
5	CEO progress report	
5.1	<p>AM summarised his report as a necessarily subjective review of what has been achieved in his 5 plus months in post, and identifies what still needs doing in those areas he was asked to focus on.</p> <p>Together with the Development Plan and Risk Register it will form the basis of next week's handover meeting with PT and Jill Gerrish.</p> <p>PT commented on how recent ELT meetings had been more positive compared to the beginning of the year.</p>	
5.2	<p>Primary schools - provisional results.</p> <p>Directors noted that overall the results for the majority of standards had improved.</p> <p>PT reminded Directors that these results can mask changes in progress, and further detailed analysis is needed on individual cohorts / groups.</p>	
6	Trust Development Plan	
6.1	<p>AM highlighted the change of name to <i>Development</i> Plan.</p> <p>This updated version is based on feedback received from a wide range of sources across the Trust. Two significant additions are risk management and carrying out self-evaluation before any future expansion.</p> <p>AM summarised the new three strategic priorities and confirmed that each goal now has a named lead person / role.</p>	
6.2	<p>Directors agreed to endorse this plan.</p> <p>AM will produce a separate public version to put on the website.</p>	JA
7	Updated Strategic Risk Register	
7.1	<p>AM confirmed that the Audit Committee had expressed disappointment this document had not been available at their recent meeting.</p> <p>He had received valuable feedback from Directors and EW which has been incorporated into this updated version.</p> <p>AM added that he felt the Trust has started to take a more risk-aware approach to decision making.</p> <p>Directors asked AM if he felt it captures all of the strategic risks? Yes.</p> <p>PT commented he felt some of the Heads would welcome a refresher training session, and training was definitely needed for local governors.</p> <p>EW reminded Directors that the strategy requires they look at red-rated risks every term.</p>	
7.2	<p>Directors agreed to the following:</p> <ul style="list-style-type: none"> • Schedule a review of the Risk Register for the last meeting of each term. • Produce a cover sheet with the breakdown of responsibilities. 	JA PT

	<ul style="list-style-type: none"> Issue the Risk Management Strategy to LGBs next term and ensure the risk register becomes a regular item at LGB meetings. 	JA/MC
8	School and Central Services budgets for 2017/18	
8.1	<p>The Chair thanked EW and David Horwell for their hard work in preparing these budgets together with the additional work required for the central team. He noted the commentary for each school and highlighted what has been achieved at Mount Charles, and confirmed he will write to the school on behalf of the Board. EW highlighted that the individual school budgets are different to those presented to LGBs as they now reflect recent changes including the ICT re-charge and revised top slice.</p>	MC
8.2	<p>EW provided the following overview:</p> <ul style="list-style-type: none"> The Trust should expect to see a reduction in funding over the coming years. We must assume the National Funding formula will be introduced and it will follow the approach previously indicated by the DfE. If the Trust continues with current staffing levels then the % of total spend will exceed 80%. National benchmarking suggests that any trust where this figure exceeds 77% will start setting deficit budgets. Non-staff costs are low but there is a risk that this reflects under investment. 	
8.3	<p>Central Services budget. Looks quite different from previous version but overall it has increased by just £10K. EW highlighted the following:</p> <ul style="list-style-type: none"> now shows full breakdown Top slice of 4.8%. New breakdown of IT technicians More work required on the governance post No provision for CEO recruitment costs CEO / COO costs included at top end of salary bands <p>Following queries raised by both the Board and Members changes have been made to proposed IT line management arrangements. Technicians will continue to be managed by the IT lead with core work timetabled in. Each school can then decide how to use their remaining time. Staff will not be moved between schools unless there is a major emergency (ie not to cover sickness and leave). School improvement has been moved into individual school budgets to reflect that each school will need a different level of provision. Heads have agreed to pool some costs to remove the need for regular re-charging. Trust's SIP Justine Hocking will now produce written reports for each school plus a compilation for the Board. Directors noted that HR and IT support are now more appropriate for the size of the Trust.</p>	
8.4	<p>Carclaze. The school has just learnt they have a significant reduction in Pupil Premium funding, but it is too soon to identify whether this is a trend. EW queried whether the school is putting too much resource into SEN children compared to disadvantaged children, and highlighted the reduced leadership capacity.</p>	
8.5	Confidential item.	

8.6	<p>Fowey. There is a small underlying deficit and the school does not meet current policy target of 10% reserves. The increasing pupil numbers will help, but the school has under-invested in key areas such as IT and premises. Directors noted it will be difficult for the incoming Head as there will be very little available budget to work with. Discussion took place over leadership costs and it was agreed the new Head needs time to settle in before re-visiting this.</p>	
8.7	<p>Lostwithiel. EW highlighted the concern about longer term planning for the school and whether the PAN should be reviewed. LGB is aware they will need to reduce class size next year to set a balanced budget.</p> <p>Luxulyan. No concerns raised.</p> <p>Mevagissey. Reverse scenario to Lostwithiel as numbers are rising and the school has taken 6 extra students above current PAN. This could lead to potential problems in the future if this was replicated year on year (lack of physical space). The Board will need to monitor this closely, and also consider whether it wants to manage issues like this through an Admissions Policy.</p>	MC/PT
8.8	<p>Mount Charles. The surplus budget has been set to replenish reserves being used in current year to upgrade ICT.</p> <p>Penrice. Potential to invest some in-year surpluses into capital works by year end. Directors expressed their support for the approach the school is taking.</p> <p>St Mewan . No concerns raised.</p>	
8.9	<p>SCITT (EW reported line 66 in her report was left in error and needs to be removed). EW reported that currently only 26 students are enrolled against their target of 35 so she anticipated the projected surplus will be less. Directors requested that the budget is re-set to reflect this latest projection and agreed to delegate final approval to Kevin Pearce.</p>	KP
8.10	<p>Directors confirmed their approval of all the budgets. They also commented that this level of reporting and analysis allows them to discuss longer term issues and concerns. They also recognised that part of their role should be looking at other options for how future budget allocations are made.</p>	
8.11	<p>Directors gave approval to waive procurement procedures for the various SLAs with Cornwall Council.</p>	
9	Feedback from Capital Panel	
9.1	EW distributed the detailed notes of the meeting.	JA

	<p>KP thanked the panel and EW for their support and commented it had been a productive meeting.</p> <p>AM and EW confirmed they were not aware of any negative feedback from any of the Heads following announcement of the panel's decisions.</p> <p>Directors commented that this did feel like the first time a trust resource is being allocated towards meeting overall priorities.</p>	
10	Items for next agenda	
10.1	Governance appointments – Chair / Vice Chair.	
10.2	<p>The Chair thanked EW for the exceptional work she has done for the Trust and on behalf of the Board wished her well for the future.</p> <p>He thanked AM for moving the Trust forward in less than six months, and for the support given to him as Chair.</p>	
	Meeting finished at 7.33	

Signed	Date