

**Westcountry Schools Trust**  
**Draft Minutes of the Trust Board Meeting**  
**held at Callington Community College**  
**on 21<sup>st</sup> March 2019 at 4.30pm**

Clerked by Sandra Billingham

Trustee present	Inits.	School represented/Position on Board	Time In/ Out	Also Attended	Inits.	
Iain Grafton	IG	Chair & WeST Member		Peter Gregory	PG	CFO
Carl Atkinson	CA	Hele's		Rob Haring	RH	CEO
Cath Farrin	CF	Vice Chair & Sherford Vale		Jocelyn Davis	JD	HR Director
Kevin Bunt	KB	Plymstock		Helen Tipping	HT	EPP
Andrew Flay	AF	Yealmpton		Linda Watts	LW	Co-Chair Wembury
Tom Godwin	TG	Callington		Mark Bullard	MB	Estates Director
Sheila Jenkins	SJ	Wembury		Treve Mitchell	TM	Member of WeST
		Oreston		Mel Haymes	MH	Woodlands V Chair
Martin Pollard	MP	Director				
Mike Saltern	MS	Ivybridge				
Simon Scott	SS	Stowford				
Pam Tuckett	PT	Director				
		Woodlands				

Apologies	Inits.	School represented	Reason for absence
Anne Newall	AN	Oreston	Holiday
Rebecca Wood	RW	Woodlands	Prior commitment
Kay Bailey	KB	Dunstone	Location of meeting

All absences were sanctioned.

Director	Responsibility
Carl Atkinson	Chair Finance Committee
Kevin Bunt	Finance Committee, Education Standards Committee, Lead Director Secondary Pupil Premium
Cath Farrin	Remuneration Committee
Cath Farrin	Lead Director Data, Chair Education Standards Committee, Audit Committee
Andrew Flay	Finance Committee, Wellbeing Trustee

Iain Grafton	Chair Remuneration Committee,
Iain Grafton	Lead Director Safeguarding and Looked after children
Sheila Jenkins	Education Standards Committee, Lead Director Primary Pupil Premium
Anne Newall	Education Standards Committee
Martin Pollard	Chair Estates Committee
Michael Saltern	Remuneration Committee, Chair HR Committee, Estates Committee
Pam Tuckett	Chair - Audit Committee, Estates Committee
Rebecca Wood	HR Committee
Simon Scott	Audit Committee

Mr Grafton opened the meeting.

### **Part 1 - Conflict of interest/confidentiality reminder**

The Directors were reminded that they must declare a conflict of interest if it exists, and that discussions within the meeting must remain confidential. Mrs Tuckett declared that Bishop Fleming audit the PAT schools although she is not personally involved. Mr Grafton declared that his son now works at Sherford Vale School as a EYFS/KS1 teacher..

3.	<p><b><u>Vision, Ethos &amp; Strategy - Where are we now?</u></b></p> <p><b>Confirmation of Minutes</b></p> <p>a. The minutes of the Trust Board meeting dated 30<sup>th</sup> January 2019 were agreed and signed. Proposed: Mrs Tuckett, Seconded: Mr Pollard, the Board agreed.</p> <p>b. Matters Arising - the action sheet was updated and is attached.</p> <ul style="list-style-type: none"> <li>• The WeST financial procedures are now in draft form ready for the next Finance Committee meeting.</li> <li>• The MAT risk register has been circulated to all headteachers.</li> <li>• The pilot MAT inspection has been completed.</li> <li>• A pilot inspection at ICC will take place this week.</li> </ul> <p>c. To consider any matters under Part 2</p> <ul style="list-style-type: none"> <li>• Part 2 minutes of the meeting held on 30<sup>th</sup> January 2019 were agreed and signed. Proposed: Mr Saltern, Seconded: Mrs Farrin, the Board agreed.</li> </ul> <p>d. Matters arising -</p> <ul style="list-style-type: none"> <li>• A task list for the phased implementation of the Estates strategy is underway.</li> <li>• The job description for the caretaking position at Sherford is now in draft form.</li> </ul>	<p><b>Action/ Attach 2018/19</b></p>
4.	<p><b><u>Effectiveness &amp; Conduct - How are we getting on?</u></b></p> <p>e. <b>Strategic updates:</b></p> <p>1. <b>CEO</b> - The CEO report was circulated to the Trustees prior to the meeting and is attached. Mr Haring highlighted the key points -</p> <ul style="list-style-type: none"> <li>• Three schools have applied to join WeST, their application was declined.</li> <li>• Saltram Meadow School is still at the Planning stage.</li> <li>• All WeST Secondary Schools are full for next year and most with waiting lists, Callington being the exception and will be down to 5 tutor groups from 6.</li> <li>• Guardian University of the Year - The University of Worcester with the focus on the Learning Institute has been nominated for an award. This is due to the vision of Mr Appleby.</li> </ul>	

- Journey of the MAT and how do we harness the power of staff collectiveness to improve?
  - The outcomes for the area are low compared to the National Average.
  - Students attending Russell Group universities are below the National Average.
  - We have 7500 children in our schools and none is in the top 20%, how do we change this?

**Q1. Is this something that the Standards Committee are monitoring?**

**A1. Yes, one of the questions recently asked is how do we spot a school going into RI? This is being looked at but we have no answers at the moment. There is a balance between good business and getting good outcomes, this is a problem for all MATs.**

**Q2. Is it linked with Headteacher appraisals?**

**A2. Yes and it is all at LGB level.**

- The data gives us visibility of where we are.

**Q3. Are we going to schools in the top 20% to see what they are doing?**

**A3. Yes, the schools leaders are networking and we are part of the National Leaders Program.**

- Some areas of improvement are not sustainable so we have to be careful what we follow.
- The vision, values and beliefs of the MAT are owned by the Trust Board and are to be implemented by the MAT leaders. The Executive function feeds information down and the individual schools feed back up.
- The primary school improvement function previously delivered by Mark Ackers is now being supplied on a 'traded services' basis from the Plym Academy

**Q4. I question the transparency of this arrangement with the CEO of the PAT, it would have been preferable to have had better communication over the arrangements.**

**A4. If this support had not available we would have had to seek assistance from another MAT.**

**It's a short term, operational issue that allows us to deliver a primary school improvement function at no cost to WeST, as we are trading other services for it with the PAT**

**Q5. Using a senior leader from the PAT makes it look like a fait accompli, normal management positions are daily business, but this is a little different, could the Trust Board have been sent an email?**

**Q6. The arrangements were communicated through the established networks, but it appears that not all the message got through as intended. This can be changed and improved going forwards.**

**Q7. Would you consider this making this more formal in the longer term if PAT joins WeST?**

**Q8 Are we not working with the people? The heads feel that they have not been part of this decision.**

**A7&8 The CEO tries to work through the teams and Mr Ackers was involved. The CEO meets with the Secondary Heads every 2 weeks. All primary heads will meet as a group of 13 over the summer.**

**Q6. How easy will it be to get into the top 20% with the CEO carrying out 2 roles.**

**A6. This is work currently being overseen by the Remuneration Committee, but this might have to be reworked. The Remuneration Committee recognises this issue, which is arguably an operational matter, and not a strategic, permanent arrangement.**

**Q7. Is there is a risk if this arrangement may only last for 2 terms and where does that leave us if PAT does not join?**

**A7. This is a 2 term arrangement, we would need to re-commission if they don't join, but the window is closing if we need to appoint someone to a permanent role. The Board needs to recognise this risk. At this point it is being managed by the Remuneration Committee, and this has been the case since they first met to discuss options on 13 Sept 2018.**

- Data - we are looking at a dashboard for schools, high level reporting for items such as attendance, estates and finances. The LGBs would have the detail behind this. Data sets are excellent.

**Q8. Are we going to divert resources to the RED items?**

**A8. The challenge is how we target things that might be to the detriment of others.**

**Q9. I question the data presented at the Education Standards Committee, this was not agreed, approved or seen by the Principal of the college, the interpretation was different.**

**A9. All the data was pulled from SIMS. Local Authorities transfer data from SIMS regularly (which is out of our control). This is a sensitivity issue.**

- Stowford pilot OFSTED - The questions raised at the meeting were shared with the Board, the key points raised were:
  - Local governors need to understand the school improvement function and what the MAT is doing.
  - Monitoring should be carried out by local governors.
  - Governors need to know what we are teaching and why and what skills we are giving our teachers.
  - No paperwork was reviewed (no SEF or internal data).
  - The whole review focussed on teachers, books and children.
  - Tests were carried out (eg. Identified a pupil premium child, reviewed the book and talked to the child).
  - Mr Scott agreed to circulate his notes to the Board. (This was completed post meeting).

**Q10. Will this information feed into the QARs?**

**A10. Yes these will be adjusted for next year.**

Mr Grafton thanked Stowford School for taking part in this pilot and supplying the information discussed.

**2. Executive Primary Principal/Plym Cluster Executive - The EPP report was circulated at the meeting and is attached, Mrs Tipping highlighted the key points and questions were invited.**

- Sherford - Sherford School continues to grow with 94 on role.
  - The Headteacher post has now been advertised and we will recruit after Easter.
  - Meetings are currently taking place for the next phase of the school building.
  - The licence will be due for renewal shortly.
- Holbeton are applying for a nursery to bring their school offer to 2-11. They are working on a business plan at present.
- Primary numbers - The primary numbers for next year are looking healthy.

**Q11. What % of the 94 children are from the new development?**

**A11. The vast majority come from the Sherford development, however we do have a higher number than average children with special needs.**

- The MAT schools are working collaboratively and senior leadership training has taken place.
- There is a need to celebrate pockets of success in the MAT.
- Stowford and Oreston are showcasing phonics teaching.



	<ul style="list-style-type: none"> <li>Scheme of delegation - Discussions relating to the Chair of Estates being allowed to approve projects within the SCA project funds available as they occur. Mr Pollard and Mr Gregory would action this for the next meeting.</li> </ul> <p><b>Q14. Would this be a quorum decision by the Estates Committee or just the Chair of Estates?</b></p> <p><b>A14. This is regarding emergency situations only</b></p> <ul style="list-style-type: none"> <li>Safeguarding audits - Concerns were raised regarding auditors highlighting safe and secure schools (eg. Fencing). It was identified that ICC have lots of ways to access the school. It was suggested that a review is required for the identification of risk/liability.</li> <li>Stowford PV panels - There is a deadline of end of March to receive the current tariff. The tariff determines the payback of the project. This was discussed and the following proposal made:</li> </ul> <p><b>Proposal: WeST to loan Stowford £26k with a 2 year payback and approves the project, to be monitored by the finance committee. Proposed: Mr Grafton, Seconded: Mrs Tucket, the Board agreed.</b></p> <p><b>6. Finance Committee</b> - The minutes of the meeting dated 4<sup>th</sup> February were circulated to the Board prior to the meeting and are attached. The key points were:</p> <ul style="list-style-type: none"> <li>The budget is in good shape and we have received telephone calls from the RSC and DFE confirming this.</li> <li>The PS financials system is acceptable.</li> <li>The budgeting software is not functioning and we are looking at different options.</li> <li>The pension increase is a high risk and we are looking at 3 year budget plans.</li> <li>Mr Grafton and Mr Gregory have met and a further meeting is set for 1<sup>st</sup> April at ICC.</li> </ul> <p><b>7. HR Committee</b> - The minutes of the HR Committee were circulated to the Board prior to the meeting and are attached. The key points were:</p> <ul style="list-style-type: none"> <li>Policies at consultation - Managing Attendance, Disciplinary, Grievance, Flexible Working. These were noted by the Board.</li> <li>Policies for agreement - Due Diligence - This policy was agreed by the Board. Proposed: Mr Saltern, <b>Seconded: Mr Brassil.</b></li> <li>Employee Health &amp; Wellbeing Policy - Page 4 Strategy - this was discussed and agreed that more work is needed on the framework across the Trust. It was also agreed to approve the template for the purpose. Mr Flay agreed to be the Wellbeing Trustee.</li> </ul> <p><b>8. Remuneration Committee</b> -</p> <ul style="list-style-type: none"> <li>This committee has not met since the last meeting, but is due to meet on 26 March 2019, where the issue of School Improvement will again be discussed.</li> </ul>	<p>REF 1</p> <p>DEC 3</p> <p>DEC 4</p>
5.	<p><b><u>Engagement - What's needed to make progress?</u></b></p> <p>f. <b>Model terms of reference Pupil Premium Directors</b> - Mr Grafton agreed to circulate this document for Trustees to review.</p> <p>g. <b>Risk register review</b> - The risk register has been reviewed, see above.</p> <p>h. <b>Safeguarding</b> - The TORs were reviewed and accepted by the Board. Proposed: Mr Saltern, Seconded Mr Pollard</p> <ul style="list-style-type: none"> <li>Model TORs for safeguarding governor</li> <li>Model TORs for safeguarding Director</li> </ul>	<p>ACT 19</p> <p>DEC 5</p>
6.	<p><b><u>Governance structures - What still needs to be done?</u></b></p> <p>i. <b>Receive updates on Trustee skills audit and Trustee training</b> - Trustees have taken the</p>	

	<p>following training:</p> <ul style="list-style-type: none"> <li>• Mr Godwin - Governance in secondary schools</li> <li>• Mr Atkinson - SIF training</li> <li>• Mr Bunt and Mrs Jenkins - Pupil premium training</li> <li>• Mrs Wood - Governance masterclass</li> </ul> <p>Training has been arranged for Corporate Liability/gross negligence manslaughter and permanent exclusion panels - 5<sup>th</sup> April at Sherford Vale School, 9am. All Trustees and governors invited to attend.</p> <p>j. <b>Feedback/Monitoring Reports on trustee visits</b> - Monitoring reports to be received from Mr Grafton - Hobeton visit, Mr Haring - Holbeton and Coombe Dean visits and Mrs Tipping - Woodlands LGB visit.</p> <p>k. <b>Learning Institute</b> - Nothing further for this meeting.</p> <p>l. <b>New Trustee/Governor appointments within the Trust:</b> The following appointments were recommended to the Board:</p> <ul style="list-style-type: none"> <li>• <b>The Learning Institute</b> - Mr Paul Northcott</li> <li>• <b>Hele's</b> - Mrs Lisa Agnew</li> </ul> <p>The above-named appointments were agreed by the Board.</p> <p>m. The meeting moved to Part 2 to discuss an item of a confidential nature. The clerk left the meeting.</p>	<p><b>ACT 20</b></p> <p><b>DEC 6</b></p>			
7.	<p><a href="#"><u>Impact on pupil outcomes - What do we want next for our Trust?</u></a></p> <p>n. <b>Trust policies:</b> See 7. Above.</p>				
8.	<p><b>Correspondence</b></p> <p>The Wednesday whistle and Governance Alerts have been circulated to Trustees weekly. A letter has been received from the Funding Agency and circulated to the Board.</p>				
9.	<p><b>Matters brought forward by the Chair</b></p>				
10.	<p><b>Part 2 proceedings</b> - See m. above.</p> <p>The meeting closed at 8:00pm.</p>				
11.	<p><b>Dates of the Next Meetings - all held at 4:30</b></p> <table border="1" data-bbox="142 1472 1357 1522"> <tr> <td data-bbox="142 1472 553 1522"></td> <td data-bbox="553 1472 951 1522">14<sup>th</sup> May 2019</td> <td data-bbox="951 1472 1357 1522">11<sup>th</sup> July 2019</td> </tr> </table>		14 <sup>th</sup> May 2019	11 <sup>th</sup> July 2019	
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	<p><b>Summary of actions of members of the Board (To be completed by members of the Trust Board as indicated) - see schedule of actions attached.</b></p> <p>18. Amendment to the Scheme of Delegation relating to approval of emergency projects - Mr Pollard, Mr Gregory</p> <p>19. Circulate TORs for PP Director - Mr Grafton</p> <p>20. Monitoring reports - Mr Grafton, Mr Haring, Mrs Tipping</p>				
	<p><b>Summary of referrals to committees</b></p> <p>1. Finance committee - Stowford PV panels</p>				

	<p><b>Summary of decisions</b></p> <ol style="list-style-type: none"> <li>1. Mr Gregory and Mr Haring not to travel together.</li> <li>2. To accept the SCA funding plan in principle.</li> <li>3. Approval of the Stowford PV project.</li> <li>4. Due diligence policy</li> <li>5. TORs safeguarding governor, safeguarding director</li> <li>6. New governor appointments - Mrs Agnew and Mr Northcott</li> </ol>	
	<p><b>Deferments to the next meeting</b></p> <ol style="list-style-type: none"> <li>1.</li> </ol>	
	<p><b>Agenda items - next meeting</b></p> <ol style="list-style-type: none"> <li>1.</li> </ol>	
	<p><b>These minutes are agreed by those present as being a true record</b></p>	
	<p><b>Signed:</b> (Chair)</p>	<p><b>Date:</b></p>
	<p><b>Related Documents</b>  <b>Action Sheet</b>  <b>ICC car park emails</b></p> <p><b>Skills audit</b>                      <b>Monitoring Form</b></p>	

Last update 260319 by SB