

**Saturn Education Trust
Trust Board Meeting
Wednesday, 31 January 2018 @ 1630
St Mark’s Primary School, Swanage**

The minutes were agreed as a true record.

Signed:

Date:

Present: Brendan Mullany (BM), Lara Manningham-Buller (LMB) Ian Jackson (IJ) Tim Evans (TE), Adam Darley (AD), Tristram Hobson (TH)

Apologies: Dai Hounsell (DH), Louis Bonay (LB), Annette Hansford (AH)

In Attendance: Jane Ramsden (Clerk)

Item		Action	Responsible	Date
1.0	Welcome & Apologies			
1.1	The Chair welcomed all to the meeting in particular new Directors Adam Darley and Tristram Hobson. Apologies received and agreed from Dai Hounsell, Louis Bonay and Annette Hansford.			
2.0	Declaration of Business Interests			
2.1	No new business interests to declare.			
3.0	Minutes of last meeting, actions and matters arising			
3.1	The minutes of the last meeting dated 13/12/17 were agreed and signed by the Chair.			
3.2	1.0 GDPR – Malcolm Sevenoaks (MS) is progressing and there will be an Spring 2 update. It is yet to be established who the Data Protection Officer.	Add GDPR to the March agenda	Clerk	Spring 2
3.3	3.2 Members recruitment – John Mann to replace Marion Marchant. There have been no questions from the Diocese relating to this in the Articles of Association	Ongoing	BM	Spring 2
3.4	3.4 Storage of policies/documents on Dropbox – the new Dropbox is now running and Directors/Governors have been invited to join on a read only basis.	Closed		
3.5	3.5 Risk Management - Update Report to provide basis of 2017/18 Action Plan – No progress as yet, ongoing. AD and TE to share useful information on risk management in their schools where possible	Ongoing	TE/BM AD/TH	Spring 2
3.7	6.2 Malcolm Sevenoaks to share DFC plan at next FA&PC – Spring 2.	DFC plan at FA&PC	MS	Spring 2
3.8	3.8 Discuss formats for presenting performance analysis for governors and directors. A Director highlighted that there are many tables but no conclusions/observations and that to interpret tables is tricky especially without the interpretation. Heads create for LGBs for review and then it’s the	Closed		

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3.9	<p>Heads and Chairs to give the 'so what' and share matters for the Board's attention. It was added that the Academic Board report has a 'matters for the Board'.</p> <p>Directors were also troubled by the lack of consistency in the Head's reports. Two are mostly the same with one quite different. There is a Trust standard alternating report A and B though Heads have some freedom to share additional news/information. The CEO would then meet with Heads before reporting to Board. It was asked if the Head's reports have been seen at LGB. Yes and in future there is no reason why Chairs can't produce a half page précis. A Director suggested Heads put their next actions on the report.</p> <p>Emerging actions:</p> <ul style="list-style-type: none"> • BM to reiterate the format of Head's standard reports to LGB to include their next actions. • Add agenda item 'Summary and Matters for Board' <p>3.11 Pay Policies – Progress any pay scale changes to include in Pay Policies</p> <p>3.12 Finance Policy: BM to ensure MS has drafted up to date Finance Policy (including investment and reserves policies) and seek necessary approvals.</p>	<p>Reiterate format for Head's reports inc. their next actions</p> <p>Add agenda item Summary and Matters for Board</p> <p>Ongoing</p> <p>MS to update Finance Policy and circulate</p>	<p>BM</p> <p>Clerk</p> <p>BM</p> <p>BM</p>	<p>Spring 2</p> <p>Spring 2</p> <p>Spring 2</p> <p>Spring 2</p>
3.13	<p>3.13 Child Protection Policy - Approved at Autumn 1 meeting subject to any required changes. DH has done some work on reviewing including FGM and law updates. Changes will need to be approved by LGBs.</p>	<p>Liaise with LGBs re Child Protection Policy Changes</p>	<p>DH</p>	<p>Spring 2</p>
3.14	<p>3.14 Minibus Policy: Carry over</p>	<p>Add to next agenda</p>	<p>Clerk</p>	<p>Spring 2</p>
3.15	<p>4.2 The Management Letter raised similar concerns to last year – on next FA&PC meeting</p>	<p>Revisit the content of the Minibus Policy</p>	<p>BM/MS</p>	<p>Spring 2</p>
		<p>Management Letter Concerns on FA&PC agenda</p>	<p>BM</p> <p>Clerk</p>	<p>Spring 2</p>

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3.16	4.3 Performance Management – there needs to be greater consistency of performance management across the Trust and it was also felt that the process should take place earlier in the Autumn term.	Consider timing and reporting format for performance management Review Contract consolidation at FA&PC	Academic Board	Summer 2
3.17	4.4 Contracts – it was agreed that not enough work had been done in streamlining contracts with providers. Of £300K spent only about £90K has been identified. MS has carried out an initial analysis but is yet to provide an action plan to consolidate – on next FA&PC meeting.		BM/MS	Spring 2
3.18	It was asked what was meant by ‘Behaviour Unit’ for Item 5.1. BM suggested this should have read ‘Resource Provision Unit’, however, there is no such unit at SSM. Currently the number on role is circa 170 with two children with EHCPs and a further nine cases being created which is outside the norm for a primary school of this size. The perception that SSM has a RP unit mostly likely comes from the success rate of working with higher needs pupils. There is a current potential action to write to the LA to advise them of the situation as they currently seem to be disproportionately routing children to SSM and CCP.			
3.19	8.1 Director and Governor Development – carry over	Director / Governor Development Closed	DH	Spring 2
3.20	9.1 Following a review of the Scheme of Delegation (ScOD), DH and LMB had supported BM by meeting with Heads to discuss the wording in the ScOD and job descriptions. Directors feedback on Leadership structures			
4.0	CHAIR’S UPDATE			
4.1	<u>Academic Update:</u> CCP data from Autumn 1, SSM and WSM from Autumn 2. What was the testing? It was all teacher based though all schools are now also use formative PUMA and PIRA testing. Sally Craig organised a cross trust INSET session for book moderation where there were engaged discussions though not necessarily unanimity.			
4.2	<u>Complaint:</u> no further action though minor revisions were needed in the Complaints Policy (for approval later on agenda)			
4.3	<u>Permanent Exclusion:</u> A WSM Y6 pupil with challenging behaviour such that it was unsafe for him to be in school was permanently excluded which was converted from a fixed term exclusion. This was on the advice of the Exclusions Officer who was acting on September guidance rather than the updated October guidance. Ultimately the fixed term conversion to permanent exclusion was in breach of the latest			

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4.4 4.5	<p>guidance. As a result the Independent Review Panel recommends overturning the Trust Exclusion Panel, reinstate the pupil and fund his time at a PRU.</p> <p>BM proposed the Directors accept Review Panel recommendations. Agreed</p> <p><u>Finance Update</u>: In line with the budget.</p> <p><u>RSC Visits to WSM and SSM/Future of the Trust</u>: Ann Berger, on behalf of the RSC, visited SSM and WSM. Her view is that teaching practices at SSM is good/excellent.</p> <p>WSM is a bigger challenge with progress measures poor. Is the school good? No, but Nigel Beckett has a rapid action plan which has been reviewed by John Cavill (improvement partner) and the focus this term is to have good practice across all classes. Progress against this plan will be reviewed in Spring 2 and Summer 1 by the LGB and by John Cavill.</p> <p>The two main areas for discussion are: (1) NB has stepped down as CEO (2) Trust future</p>			
5.0 5.1	<p>CEO ROLE</p> <p>BM summarised the paper distributed. What is the difference between Head Teacher and Head of School? Head of School would get assistance and support from the CEO. Do we have to have a CEO? Yes but the Board will act as CEO in the interim. How will funding be affected? MS will be reviewing this. How long can the Trust operate without a CEO? The RSC have advised that there doesn't need to be an interim CEO but there is a legal requirement to have an Accounting Officer. If the RSC want SET to merge with another MAT what is the timescale? Months rather than weeks.</p> <p>Accept Nigel Beckett's request to become full time Head Teacher at SSM – Agreed</p> <p>Authorise FA&PC to review Head of School salaries - Agreed</p> <p>Directors went through the proposed hand-over arrangements and it established that John Cavill will support Chairs with the Head of School reviews. It was highlighted that the Accounting Officer role is not mentioned. This has yet to be considered.</p> <p>Approve hand-over arrangements as detailed in Item 5 table – Agreed</p> <p>Heads to communicate changes to staff – Agreed</p> <p>Where policies refer to CEO the Trust Board, or Chair if urgent, will take responsibility - Agreed</p>	Seek guidance on interim AO arrangements	BM	ASAP

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6.0 6.1	<p>TRUST FUTURE</p> <p>BM summarised the paper circulated to Directors prior to the meeting. Directors identified areas that may impact opportunities for mergers as:</p> <ul style="list-style-type: none"> • Low results could damage an existing good reputation • The diocese ask for a 50/50 representation at Board level which could limit options of merger partners <p>It was asked if there would be any incentives to merge? It is believe that the RSC might offer support to a Trust to integrate SET.</p> <p>The Chair suggested that there are four real options:</p> <ol style="list-style-type: none"> 1. Merge with Wimborne 2. Merge with Hamwic 3. Continue alone but be clear on growth plans to include other local schools 4. Explore options with Blandford (900 pupils) or Greenwood (1100 pupils) though the RSC don't support merger with either of these currently due to size <p>A Director raised the point that the original aims of the Trust were to offer protection of closure to small schools and to get away from being dictated to. The next steps are to evaluate the different options in February which can include declining the suggested mergers on grounds that the Trust is serving local communities.</p> <p>Is the a 5th option – talking to local primary schools? The local primary schools alone are not a good fit due to small numbers and quality.</p> <p>It was stressed how important it is to retain individuality in any future merger.</p> <p>Given that there is a negative perception with some LGBs regarding the faith element it would be useful to discuss with Hamwic how it has dealt with mixed faith/non faith schools. Could there be a Purbeck Education Trust and have different members of an overarching Trust but it is suspected that the church would insist on a 50/50 membership/directors. Further investigation required into overarching Trusts</p> <p>Directors support the proposal to review merger options - Agreed</p> <p>How do Directors engage in discussions if there are options of a Purbeck Trust. There are already discussions/loose federation with Lytchett/Purbeck/Swanage School. If Hamwic have a way round it then it would be interesting. It is potentially the last chance to see if we can achieve an Integrated Purbeck Trust; if not can we exist as three schools independently; if not then another credible local solution which would probably include Wimborne.</p>			

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	BM to meet with Greenwood, Blandford and Wimborne on 6 th and 7 th February and would welcome Directors to join him. As yet nothing has been set up with Hamwic but BM will consider.	Directors to check availability to join BM on 6 th /7 th Feb Consider meeting with Hamwic	All Directors BM	End week Spring 1
7.0 7.1	<p>REVIEW OF SPECIFIC POLICIES</p> <p>All policies were circulated to Directors prior to the meeting. Directors asked to submit queries within seven days.</p> <p>Complaints Policy – Agreed subject to Directors comments</p> <p>Admissions Appeals – Agreed subject to Directors comments</p> <p>Stress Management Policy and Procedure – Agreed subject to Directors comments</p> <p>Parent Behaviour Policy – Agreed subject to Directors comments</p>			
8.0 8.1	<p>AOB</p> <p>Invite Heads to the meeting on 28 February 2018</p>	Invite Heads 28/02	BM	Spring 1
	<p>Date of next Board Meeting:</p> <ul style="list-style-type: none"> • Wednesday 28 February 2018 • Wednesday, 21 March 2018 • Wednesday, 16 May 2018 • Wednesday, 27 June 2018 <p>Cross Trust Governance</p> <ul style="list-style-type: none"> • Monday, 9 July 2018 			