

08/12/17

### Minutes

#### An Daras MAT Members' Meeting Tuesday 5<sup>th</sup> December 2017 at 2pm at ADMAT Central Office

**Note that actions are highlighted in bold and red, and will be carried forward to the next meeting and questions or challenges during the meeting are highlighted in bold and blue**

1. **Welcome and Apologies**

Present: Brian Jennings, Paul O'Brien, Ann Nicholson, Margaret Young, Tim Woodward and Will Hermon

Apologies: Eva Paynter

In Attendance: Toni Martin (Clerk)

2. **New Members and Chair**

The Members formally agreed Eden representation and welcomed Tim Woodward, representing Eden, to the Members. TW signed the Members register.

3. **Declarations of Interest/Pecuniary Interests Relevant to this Agenda**

None declared relevant to this agenda. Members handed in Pecuniary Interest forms including TW and the clerk will update the register (this remains a live document).

4. **Approve Previous Minutes**

There were no actions from the previous meeting and the Members agreed the minutes. BJ signed a copy.

5. **Confidential Agenda Items**

Confidential minutes cover item 7c.

6. **Presentation of Accounts**

External annual audit completed by Bishop Fleming in accordance with charity commission guidelines. Report on the whole was reasonable; MAT financial procedures are considered secure. **AN challenged if Bishop Fleming identified anything to improve on?** WH stated a few minor improvements are being actioned from the management letter but nothing substantial. The accounts have been scrutinised and finalised, been through Director committees and have been approved by the full Directors Board.

WH talked through the summary of figures and explained where the expenditure has been. Reserves are in line with current MAT policy and recommendations from the auditors. Expenditure has been focussed on school improvement and it has produced promising MAT results in 2017. WH mentioned some of the income including the capital funding bids such as the funding for new classroom at WHA to replace the horsa hut. **MY challenged whether there has been any staff cuts.** WH highlighted some changes to support staff hours at St Catherine's. The Members were content that the accounts have been properly managed.

**Eden (TW) challenged the availability of a draft annual report in order to check the recording of Diocese land, and that this has been continually raised with the ADMAT Clerk.**

The Clerk stated that she has received only 1 email dated 3 Nov 17 on this matter from Eden Clerk, with a follow up clarification email, and has informed the Eden clerk that a copy will be sent when it is available from the Business Manager.

## **7. An Daras MAT Strategic Update**

### **a. Current Risk Register**

The risk register is used by the Board of Directors to illustrate strategic risk to the MAT. The 3 main risks are:

- (1) **Finance.** Outcome of fairer funding formula and the need to mitigate this risk by staying within the staffing budget.
- (2) **Changes to external political landscape.** The suggested size of a MAT keeps changing and now it appears it should be at least 12 schools but this is impossible in our landscape if we maintain locality. As long as results and financial control remain good, ADMAT should remain viable.
- (3) **Standards.** Keeping the standards up and maintaining them is always a risk. The design of the “MAT characteristics” keeps changing and it is difficult to plan when there is no consistency from the RSC. **TW (Eden) challenged that Lew Trenchard (LT) is due to be inspected under SIAMS in early 2018. What were the outcomes of this visit, how is the school progressing, what is the prediction for this forthcoming inspection and how is the school’s Christian distinctiveness and ethos being protected?** The Diocese of Exeter SIAMS Improvement Officer has visited LT and so it is unclear why Eden is not aware of the outcomes of the visit. The HoS and Executive Head were present and overall the school seems to be aware of what is needed. There were some areas for improvement for which an action plan has been put in place and training is underway. The website is one area that is being worked on. The anticipated grade is ‘good’. Collaboration between the staff, the LGAB and Directors will ensure that the school’s Christian distinctiveness and ethos is protected, just like it is at St Catherine’s school (another ADMAT church school). **AN challenged what the new SIAMS framework involves?** WH and TW explained changes.

### **b. Local Governance Review**

Under the routine cycle of governance monitoring, it is time to review the structure and function of the LGABs. The remaining Director committees have already been reviewed and changed previously. The Board of Directors has asked the CEO (WH) and Bex Couch (ADMAT Director and Diocese of Truro Local Governance Development Officer) to look at the effectiveness of the LGABs and report back at the spring meeting. **Eden (TW) challenged why the CEO is undertaking a review of governance at LGAB level?** In addition to the explanation above, the LGABs are a committee of the Directors and reviewing the structures is an operational matter that is within the Director’s gift to enact. It is still planned for the governing boards to have diocese representation in the form of Foundation governors. As and when there is something to report, the Members (including Eden) will be informed of any planned changes.

**Eden (TW) has concerns about the LGAB at LT. Minutes suggest that the LGAB does not fully understand their role and responsibilities and their position within the MAT. This is especially significant with regards to admissions.** The Clerk for LT LGAB has resigned and the ADMAT Clerk will be taking on this role from January 18 for the spring term and possibly beyond. She plans to get all documentation in order, advise the LGAB on their responsibilities, ensure the minutes reflect their role more accurately and support the LGAB so that they can fulfil their role effectively. Consultation and appeals are dealt with the same way and the MAT lends support where required.

- c. **Coads Green Due Dilligence**  
Covered at confidential minutes.

## 8. **CEO Report**

WH highlighted progress and how this is becoming more important with OFSTED inspections. All schools have improved their progress data, less SSCA that has had reading issues this year – this is already being addressed through a specific improvement plan. EYFS and KS1 data is strong in all schools. For KS2, 5 out of 6 schools are looking good in terms of progress but SSCA has some work to do in improving reading progress.

Attainment data bench-marks well against national averages for all MAT schools. **AN challenged what the issue is at SSCA** and WH explained that it is specific issues with certain children's reading progress, not a general problem at the school. SSCA has an ARB class attached with learning difficulties with impacts on the overall data. **MY challenged what happens if a child is permanently excluded?** WH stated the provision for home schooling is limited so the LA will make required arrangements following permanent exclusion. **AN challenged that exclusion figures seem to be higher in SSCA** and WH explained why. Members discussed the possibility of setting up a specialist team (internal pupil referral unit) to help with this provision. **MY challenged how data reflects the performance of these specific individuals.** WH explained that filtering data sets internally can be done to check progress but all external data sets include these individuals results.

**TW (Eden) challenged what is on the agenda for the meeting with RSC on 7<sup>th</sup> December and if the outcome is fed back to Members?** WH explained the agenda and information submitted in preparation for the meeting. This includes analysis of 2017 data, how ADMAT is building school improvement capacity including for disadvantaged children, detail of the ADMAT improvement plan and finally, information regarding governance and the Trust Board. Unless there is anything urgent, the outcome of the meeting will be reported back to Directors next term via a follow up letter from the RSC, and the Members will have sight of these minutes.

## 9. **MAT Board Membership**

The Clerk talked through the Director structure including subject matter experts in premises management, finance, safeguarding, diocese representation and educational matters (CEO). She also confirmed any gaps. Louise Rash was finishing Andrew Jackson's term as a Director and the Members confirmed that her term will finish in Jan 18. In addition to keeping some current Directors for consistency, it is important to appoint new people from time to time. Also, as Launceston College is now taking on primary schools, it felt that this may become a conflict of interests. The Board is grateful for her valuable contribution and the Chair will write to LR.

As any new Directors will be co-opted, the members requested that this be someone with specialist and up to date educational knowledge. WH confirmed that DfE have stated that they would like to see an educational specialist on Trust Boards. PO'B suggested that a new Director from Devon might be helpful; members agreed but still urged that this person be an educational specialist.

**Eden would welcome details of required skills in order to recruit a Foundation Director.** It should be noted that the An Daras Board were originally under the impression that Eden were appointing a Member but were sharing the Foundation Director appointment with Askel Veur. Recent correspondence with the Eden Clerk suggests that Eden will now appoint a Foundation Director. It is requested that Eden consider the requirement for an educational specialist when considering their appointment, otherwise the Directors will try to co-opt someone with such skills.

From 13 Jan 17, there will be 8 Directors. With Eden that will be 9, making the Diocesan representation 22% which is within the 25% allowed in the articles.

**TW (Eden) challenged if Directors and Members have a full understanding and knowledge of the schools in the MAT?** They all have access to the very detailed due diligence completed before any school joins the MAT. All aspects of all the school's outcomes, provision and context are discussed at length at the Director committee and full Board meetings, including progress and attainment data, staffing, performance management, attendance, exclusions, staff welfare, infrastructure issues, health and safety, budgets and so on. So yes, Directors and Members have a full understanding of the schools, especially as there are only 6 of them.

#### **10. Any other Business**

MY, in her role as Mayor, stated that she is going to Truro in January to talk about what "we want from the new Bishop". She asked if there is anything on the educational side, to please let her know.

TJH Martin (Clerk)

#### **Distribution List:**

P. O'Brien – Member  
E. Paynter – Member  
A. Nicholson – Member  
M. Young – Member  
B. Jennings – Member/Chair of Board of Directors  
T. Woodward (Eden) - Member  
W. Hermon – CEO Director/Executive Head