



An Daras Multi Academy Trust

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05/03/18

Minutes

An Daras MAT Board of Directors – Full Meeting Spring 2018
Monday 5th March 2018 at 9.30am 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 (Chair), Claire Paul, Amanda Jefferies, Bex Couch, Will Hermon (Director/CEO)

Apologies: Graeme Barriball, Emma Gilbert, Sally Cooksey

In attendance: Clerk, Jo Callow (Ex Officio Observer)

2. Declarations of Interest/Pecuniary Interests Relevant to this Agenda

None declared relevant to this agenda and no changes to annual declaration. WH, CP and JC are employees of ADMAT.

3. Confirm Minutes of Previous Full Board Autumn Meeting (22nd November 2017) and Matters Arising

- Discuss Improvement Strategy at next meeting (WH). *Discussed at item 6.*
- Management of Reserves (WH). *Discussed at item 10.*
- Confidential staffing matter (Chair). *Discussed at item 4.*

Directors agreed the minutes and the Chair signed a copy.

4. Confidential Agenda Items

See Confidential Staffing Minutes for one staffing matter.

See Confidential Minutes for matters relating to items 6c, 6e and 10.

5. Review Documents

a. Compliance with Funding Agreement

ADMAT is compliant. No issues as far as RSC or EFA are concerned.

b. 'Characteristics of a Successful MAT'

Directors are very familiar with this document. WH highlighted a new document called the MAT Improvement Capacity Framework. WH considers it to be a sensible and realistic tool. He highlighted that there is now a need for Directors to be more familiar with individual school data and standards to inform strategic planning. **BC raised a concern about knowing enough information about each school and requested an easily digestible "crib-sheet" that summaries the position of each school. She challenged that knowing the right information is important if the Directors are to be able to talk about the MAT and do it justice, but also plan**

appropriately. WH and Directors discussed a potential format of a short crib-sheet summarising the key information for each school.

Action: Compile a simple crib-sheet displaying key information for all schools (WH & JC)

c. **Complaints and Compliments**

No written complaints or compliments. WH discussed some feedback regarding the ARB. **BC questioned if the MAT promotes “Parent View”?** JC confirmed that we do but that “Do Jo” is also used as feedback. **BC is concerned that “Parent View” is looked at by OFSTED and it is important to have good feedback, but sometimes parents only use it if they have something negative to report. In general, parents don’t like using it and it is not the easiest thing to use.** The Directors discussed the ways that feedback is given by parents and that the fact that there is no negative feedback about important things such as safeguarding which is good. **AJ stated that it is very good that there have been no written complaints and challenged that it would be beneficial to have compliments from partner agencies.**

Action: Seek compliments from partner agencies (WH)

6. **Risks and Improvement**

a. **Risk Register, SEF and Improvement Plan**

Risk Register confirmed at committees and no changes this year.

It was previously agreed that the current SEF format will be kept, with a few minor tweaks.

The committees have reviewed the Improvement Plan and in time, the criteria will be changed to the new criteria from the new tool kit (Improvement Capacity Framework). **CP challenged about the formats across the MAT so that the information is standardised and will be easier to understand. BC confirmed that using the same language across the MAT will help.** WH confirmed that progress has been made here and further standardisation is being worked towards.

b. **Improvement Strategy**

WH discussed the MAT Improvement Strategy v1.0 – a document that is yet to go live. Specifically, he discussed how consistency across the MAT, with a clear improvement plan and the capacity to achieve it, should lead to positive improvement. **CP discussed that the prime areas such as people & leadership, and governance and accountability are the same in any business and any industry, and it is good that education is now using these principles.** WH discussed the Vision, Culture and Ethos pyramid and that the first 2 elements on the diagram are in hand but need tightening up. **CP challenged that previously the MAT was seen as a supportive structure and that schools were maintaining their own differences. But now, in line with the government’s requirements, the MAT is now driving improvement in order to ensure standards and consistency across the schools and it is very different from what it was.** This journey has purposely been done slowly to bring everyone on board. It is important that the school leadership and Governors are on board with how the MAT operates. A lengthy discussion followed, and **the** Directors discussed the need to win people over and the need to prove the

benefit of being part of a MAT. They concluded that the results are obvious, and it needs to be driven forward with the schools and governing boards.

WH highlighted the 'proactive' leadership elements required to successfully improve, the 'reactive' leadership to avoid and the benefits of instilling proactive leadership. Under Governance and Accountability, the MAT and all schools do risk management and review it regularly, alongside improvement planning. The Directors also conduct finance management. **CP challenged that it is the HoS that are really important when driving forward the improvement strategy with their governing board.** The Directors agreed and discussed this further.

WH highlighted the SOPs so that processes are followed properly and there is no room for interpretation. These are designed to work alongside the policies – for example, there may be a Central Policy for First Aid but then SOPs for how each school implements it depending on location, school layout, proximity to medical centres or hospitals etc.

c. **3-5 Year MAT Strategic Growth Plan**

See confidential minutes.

d. **Coads Green Update**

The draft commercial transfer agreement has been sent out and will need to be signed off at Director level. It is a standard document. Directors were content for this to go ahead. The TUPE letter has been sent out to Coads Green for terms and conditions at point of transfer. The lease is the biggest issue and is still in the process of terms and conditions being agreed with the landlords.

e. **LGAB Review**

See confidential minutes.

7. **CEO Report to the Board**

Progress forecasting is still very difficult to measure. CP confirmed that the progress measures are based on a curve of how well all children nationally have done this year. Attainment is much easier to measure. There is still some in-year improvement needed on disadvantaged children's results. Self-evaluations are predicting good attainment results for all schools. Attendance could be better at some schools in comparison with national benchmarks but can be explained by specific illness trends. CP discussed some additional measures taken when a child is absent. WH discussed the exclusion issues. **AJ questioned whether there was funding for additional support with the children concerned.** The Directors discussed managing behavioural issues and the use of exclusions. WH confirmed that he will put in place what he can so that exclusion isn't necessary, but he is restricted by resources and staff.

The Admissions Policies for all schools for 19/20 have been approved at local level by LGABs in accordance with their cyclical plans.

8. **Items Brought Forward from LGAB Meetings**

The positive result for the LT SIAMS Inspection was noted. The Directors noted thanks to the HoS, JC and the Governors for the positive result. WH confirmed that a letter has been sent.

9. Items Brought Forward from Sub-Committees

a. Resources, Staffing and Safeguarding (RSS)

None.

b. Finance and Strategic Development (FSD)

3-5 Year MAT Strategic Growth Plan is covered at item 6.

Options for CFO is covered at item 10.

c. Teaching, Learning and Achievement (TLA)

None.

d. Audit (Au)

None.

10. Finance

Audit committee recommended that Bishop Fleming be appointed as Responsible Officer.

Two matters discussed under confidential minutes.

11. Receive S157 Safeguarding Annual Return and Action Plan

All returns are done, action plans in hand and no major issues identified by our self-evaluation. Sections on self-harm and mental health are being added to the S157. CP explained some of the issues involved with filing the S157.

12. Any Other Business

The Clerk updated the Directors on the master policy register, the master copies on the portal and website and a few discrepancies that need ironing out. She noted that all policies now only appear at one committee and the statutory ones have been noted. She also highlighted her plans to extend some of the review dates and to look at making more policies into ADMAT central policies to reduce the number of policies reviewed by LGABs, and to ensure more consistency and standardisation across the MAT. The Directors agreed that this should be taken forward. The Clerk will meet with WH to discuss this matter further. WH and the Directors thanked the Clerk for her work on the policies.

The Clerk raised the issue of governor terms following re-constitution. It has been suggested that these should be reset but the Clerk cannot find any written direction on this and it was agreed that this is an operational matter that should be decided by the Directors. The Clerk suggested that resetting the governor terms was not beneficial as it could lead to all governor's tenures finishing at the same time and no continuity in future. She pointed out that it wasn't done when St Catherine's reconstituted. The Directors agreed, and the decision was taken that the same governor terms should remain in place on reconstitution. This specifically applies to Lew Trenchard and Coads Green.

13. DONM

Dates for Summer term are TLA 21st May, FSD 23rd May, RSS 7th June, Au 11th June and Full BoD on 18th June 18 all at 9.30am at ADMAT Central Office.

TJH Martin

Clerk to Board of Directors

Distribution List:

B. Jennings – Chair/Director C. Paul – Co-opted Director A. Jefferies – Co-opted Director G. Barriball – Community Director E. Gilbert – Finance Director	S. Cooksey – Director/LGAB R. Couch – Director (Diocese) W. Hermon – CEO Director J. Callow – Ex Officio Observer
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