

**PICKWICK ACADEMY TRUST  
TRUSTEES AND MEMBERS MEETING  
HELD AT IVY LANE SCHOOL ON 24 APRIL 2018 AT 6.30PM  
M I N U T E S**

**PRESENT  
TRUSTEES**

Fiona Allen (CEO)  
Rob Hayday (Chair)  
David Willis  
Andrew Hall  
Keith Hillman (FD)  
Dave Powell  
Sheila Copeman  
Paul Vincent

**IN ATTENDANCE  
MEMBERS**

Paul Dimech  
Ian Fewtrell  
Elspeth Griffiths  
Gail Chilcott

**OTHERS**

Gina Cooke HT  
Julia Hawkins HT  
Chris Cannings HT  
James Passmore PLTSA  
  
Janet Livingstone (clerk)

**WELCOME AND APOLOGIES**

The Chair opened the meeting at 6.30pm. Apologies were received from Alexandra Bond (Member), Rob Ward (Trustee), Matthew Nightingale (HT)

**DECLARATIONS OF INTERESTS**

Members and Trustees were invited to declare any changes in business interests. There were no changes and no conflicts of interest with items on the agenda of the Pickwick Academy Trust.

**ITEMS FOR APPROVAL**

**1. BOARD MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 27 March 2018 were agreed as a true and accurate record and accepted by all trustees. The minutes were signed by RH at the end of the meeting.

**2. BOARD MATTERS ARISING**

- 2.1** The Health and Safety Policy has been deferred to the June Board Meeting
- 2.2** Future of the Trust – agenda item – completed.

**GDPR UPDATE**

FA updated the Board on the situation as the GDPR new regulation implementation date was 25<sup>th</sup> May 2018 which is before the next Board Meeting. Caroline Harrison has worked extremely hard on the tasks required and has provided the updated information for the Board. Data audit spreadsheets were issued to all schools on 12 March 2018 and are due in by 11 May 2018 at the latest to inform implementation. CH will produce a RAG report to the Board when all the information from the audits has been investigated.

Grace Robinson have been extremely helpful with this matter. The role of Data Protection Officer is still vacant.

HTs confirmed that all the information was in place for CH. Both CPS and QC also confirmed that training would forthcoming for all staff.

## **GROWTH AND DEVELOPMENT**

### **3. PRESENTATION – THE ORGANISATIONAL STRUCTURE OF THE TRUST**

*6.50pm Paul Dimech joined the meeting*

*6.53pm James Passmore and Elspeth Griffiths joined the meeting*

FA began the presentation with an activity for the Board. Following on from this, a summary was provided confirming the Vision, Strategy and Mission for Pickwick Academy Trust, including key performance indicators up to July 2021 in five crucial areas. FA welcomed feedback before finalising the information which would eventually be distributed to all staff in PAT.

FA explained that two recent events had changed the plan going forward in the immediate future. MN had resigned as Head of Aloeric School to move on to be Head of a one form entry Hampshire school. FA thanked him for his contribution.

CC had resigned as Head of Ivy Lane School to move to a different challenge of a low performing school nearer his home. FA thanked CC for his huge contribution to the setting up of PAT.

FA explained that the knock on effect of these resignations was the opportunity to move in a different direction. This would necessitate:

Developing the Trust School Leadership Model for the future

Developing the Trust Support model

Recruiting replacement HTs

FA had produced a document outlining her thoughts for the future.

## **SCHOOL LEADERSHIP**

### **Heads of School**

FA proposed that Heads of School would run each school dealing specifically with teaching and learning. This model had been utilised in schools since 2003. FA had spoken with the Chairs of Aloeric and Ivy Lane and they were supportive, as long as a suitable person was found, of these appointments.

Executive Heads, accountable to the CEO and the Board would be responsible for the performance of more than one school.

FA had produced an indication of each role and job descriptions for an Executive Head and Head of School for information. FA will be seeking HR advice regarding salary ranges next week. A discussion followed on the merits of the model and the opportunity presented by the forthcoming vacancies.

In view of the timescale, FA proposed appointing temporary Heads of School from within Aloeric and Ivy Lane from September to December 2018. The Chairs of both schools had confirmed that suitable personnel were available in house. These Heads would be supported by Executive Heads.

At Aloeric, the staff would be informed next Tuesday and there was an LGB meeting that day. Then the information would be disseminated to the parental body. FA explained that the situation in the Melksham schools was extremely sensitive and it would need to be handled carefully. EG felt that the timescale was too long. The information about the departure of CC at IL was already in the public domain.

### **Recruitment for permanent Heads of School**

FA is meeting with an HR provider next Wednesday morning regarding the external appointments for January 2019. Discussions will take place between the CEO and current Headteachers and the

Chairs of the LGB. GC thought it vital to also communicate fully with all members of the LGB. HR would undertake conversations with staff and the children would also be involved with the process. The panel would include the CEO, Chairs and Geraldine (School Improvement Partner) to bring intelligence gathered earlier in the recruitment process.

Interview dates had already been decided – 2/3 July 2018.

FA would include both ability tests and personality (psychometric) tests as part of the assessment prior to the formal interview.

### **Executive Heads**

GC was already an Executive Head, but her role would need realigning. FA proposed that JH also became an Executive Head. HR advice was being sought from Robinson Grace regarding the changes. There would be a knock on effect on the Heads of School roles in Corsham Primary School, and JH would require backfilling at Queen's Crescent. JH would be seconded for one year. The plan is that GC and JH would support five school sites between them.

### **DFE School Improvement Bid**

This would be definitely known by 30 April. However JP had received information that indicated that we would receive broadly what was asked for, although it would be issued in stages once new schools had joined PAT, so any additional funding cannot be factored in at the moment.

A discussion followed on the merits of temporarily appointing Heads of School from within, rather than asking Executive Heads to oversee the two schools with HT vacancies in the short term. FA thought it was essential that temporary Heads of School were provided to give continuity to the parents at Ivy Lane and Aloeric in the very early stages of the MAT.

### **Trust Support Model**

Following early teething problems and challenges with the administrative functions in the Trust, FA proposed restructuring to create the Central Support Team (CST).

FA proposed that the CST would provide expert functions, with a skills base remaining in all schools supporting the work of the Finance Director, Business Director, CEO, Executive Heads and Heads of School in order to build a platform from which to exploit potential developments across the Trust.

### **FUNDING**

KH and CEO had provided information on the costs of employing two Executive Heads and five Heads of School. The proposal had been for GC and JH to work as EHT for 3 days per week, but it was looking likely that this would have to be reduced to 2 days per week initially. Costs would be spread across the partner schools. KH estimated that cost savings would be approximately £50K, largely because there would no longer be the requirement to employ a School Improvement Lead. A discussion ensued regarding the costings and methods of recharging to make the mechanism as straightforward as possible.

FA suggested setting up a Working Party to go through the detail of the finances.

A paper on the Finance and staff reorganisation proposal had been prepared and circulated at the meeting. KH thought that the SBMs would work more effectively together taken out from their schools. Space would be provided at Corsham Primary School. Hopefully motivation would increase and the roles would be clarified and be more attractive. It would initially operate on a one year secondment basis. EG hoped that the proposal would involve the SBMs in the consultation. KH stated that by 1 September 2018 this would give indicative savings of 10-15%. Contract Management would be the function of the Central Support Team and CH was in the process of aligning all the contracts. SC thought it important to find cost savings in the provision of joint

contacts between all four schools as soon as possible. KH would lead the restructure of the CST and will be in discussion with HR.

#### **4. THE FUTURE OF THE TRUST – BUDGET FOR THE SUCCESSION YEAR AND YEAR 2**

KH had circulated a new sheet outlining the draft succession year Central Budget as at 27 March 2018.

#### **5. GROWTH PLAN AND MARKETING INFORMATION**

An updated Growth Plan had been issued, indicating that PAT planned to build up to 12 schools by 2020/2021.

**RH asked the Board to consider the proposals put forward by FA which were shared with Trustees as follows:**

#### **Agenda Item 3 – Fiona’s Presentation**

1. *To agree the inclusion of the words “and outcomes for our children” to be included in the Vision Statement.*
2. *To agree the Trust Leadership Model and to commence a realignment/recruitment process which from 1 September 2018 will:*
  - *Have in place, 2 Executive Headteachers, each working 2 days per week on a defined portfolio which supports the delivery of corporate ambitions and has line management responsibility for the Heads of School posts*
  - *1 Executive Headteacher’s role will be realigned and 1 will be seconded following HR advice received*
  - *Have in place 2 temporary Heads of School at Aloeric and Ivy Lane until 31 December 2018 who will be supported by the Executive Headteachers*
  - *Agree the appointment of the 2 temporary Heads of School is delegated to LGB with input from CEO and full approval of Board*
  - *Have in place 1 internal Head of School at Queens Crescent for the academic year. Agree this is delegated to the LGB with input from the CEO and approval by the Board.*
3. *From 1 January 2019 (recognising lead time for successful recruitment to take place)*
  - *Approve 2 permanent Head of Schools at Aloeric and Ivy Lane*
  - *Agree interview dates, process and panel*
4. *On the basis that financial savings will be achieved and reported to the next Board Meeting.*
5. *That the cost of HR support for the recruitment process will be funded from Ivy Lane’s and Aloeric’s budgets.*

*To agree the Trust Support Model and to commence a consultation and realignment process to be in place from 1 September 2018.*
6. *To agree this is on the basis that:*
  - *Appointment to the new structure will be on the basis of the secondment and existing substantive posts will be retained at school level but not budgeted for*
  - *The new structure will provide opportunities for staff to learn and develop ways of working together, and produce efficiency savings*
  - *The HR cost to ensure the consultation and realignment is carried out in accordance with best practice and is funded from a charge to school reserves this year but will result in savings in future years*
7. *To note the formats for determining the financial implications arising from the Trust Leadership and Trust Support Models and that further financial information will be reported to the next Board Meeting.*

RH proposed the Board agree Agenda Item 3 as detailed above. DP seconded and all the Trustees agreed.

#### Agenda Item 4 – The future of the Trust

1. Approve the year one budget plan with the following amendments:

- Succession Plan Year One

To approve the budgets for the:

- CEO
- Deputy CEO
- Finance Director
- CEO Admin
- General Admin
- Safeguarding

2. To note that the budget/s for:

- School Improvement Officer is no longer required as the role is part of the Executive Headteacher's roles and responsibilities
- Staff Contract Support, Bank Account Reconciliation and Procuring PAT orders is no longer required as it is included in the Trust Budget Model

3. To note and agree in principle the Year Two Budget Plan.

RH suggested deferring the Year 2 Budget Plan until the June Board meeting in view of the detailed information, but he proposed that the Board agree numbers 1 and 2 of Item 4 - The Future of the Trust. AH seconded the motion and all Trustees agreed. ACTION: June agenda

#### Agenda Item 5 – The Growth Plan and Marketing

1. To note the changes in the Growth Plan and to note the information which will be used to promote PAT to interested LGB's.
2. To email any suggestions/ideas to [ceo@pickwickacademytrust.co.uk](mailto:ceo@pickwickacademytrust.co.uk)

RH confirmed that the Board had noted Agenda Item 5 and invited suggestions to be emailed to the CEO.

The meeting closed at 8.45pm

**NEXT BOARD MEETING:**

**TUESDAY 12 JUNE AT 6.30PM AT CORSHAM**

**Signed:**

**Date:**