

PICKWICK ACADEMY TRUST
TRUSTEES AND MEMBERS MEETING

HELD AT QUEEN'S CRESCENT SCHOOL ON 27 MARCH 2018 AT 6.30PM

M I N U T E S

PRESENT TRUSTEES	IN ATTENDANCE MEMBERS	OTHERS
Fiona Allen (CEO)	Paul Dimech	Matthew Nightingale HT
Rob Hayday (Chair)	Alexandra Bond	Julia Hawkins HT
David Willis		Chris Canning HT
Andrew Hall		Gina Cooke HT
Keith Hillman (FD)		James Passmore PLTSA
Dave Powell		
Sheila Copeman		Janet Livingstone (clerk)

WELCOME AND APOLOGIES

The Chair opened the meeting at 6.30pm. Apologies were received from Elspeth Griffiths, Gail Chilcott and Ian Fewtrell (Members), Paul Vincent and Rob Ward (Trustees)

DECLARATIONS OF INTERESTS

Members and Trustees were invited to declare any changes in business interests. Paul Dimech informed the meeting that he had changed his job. There were no other changes and no conflicts of interest with items on the agenda of the Pickwick Academy Trust.

6.35pm Alexandra Bond arrived and confirmed that she had no conflicts of interest.

CEO passed around the Single Central Register Document for all those present to check that their details were correct. This was to fulfil Safeguarding regulations and would be a regular occurrence.

ITEMS FOR APPROVAL

1. BOARD MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 27 January 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 PLTSA Update – this was on the agenda – completed

2.2 Health and Safety Policy

RH had a couple of queries regarding the H&S policy which was included in the documents for the meeting and specifically Appendix A and Section 13.1 which listed documents but did not reflect the action required by HTs identified in his January paper. The HTs confirmed that the policy had been checked and a grid was now being established across the schools to note the entire H&S policy list with review dates. CEO confirmed that the Health and Safety Policy would be finalised at the HT meeting on 17 April.

It was decided that the Health and Safety Policy would be brought back to the Board in June with the full list of existing policies – Agenda item

2.3 Future of the Trust – completed – on Agenda

FINANCE

3. Finance Report

KH presented his Finance update and echoed the opening thoughts of the Chair that there was cause for concern with regard to the systems and processes being used in Trust schools. The Board was asked to note the content which included discussion on the following items .

4. Internal Assurance Report – Bishop Fleming

Bishop Fleming visited each school in January 2018 covering payroll, income and IT procedures and have produced an Internal Assurance report which identified some weaknesses and some of these remain in March. Following a meeting with the Heads on 5 March it was decided that work to correct the weaknesses will be given priority. SBMs will work together on this for 3 days per month, beginning 17,18 ,19 April. KH provided a fuller explanation of the state of each school in view of the overall noncompliance with the Monthly Control Sheet. He stated that he was confident in QC and IL, but CPS showed concerns (the situation was more complex managing PAT, the Teaching School as well as CPS). Aloeric had financial difficulties, but EP (SBM of QC) was supporting 1 day per week and was progressing the bank account issues.

AH queried the status of VAT claims and KH stated that overall PAT was owed £150K but there had been complications because of the name change from CPS to Pickwick. It would be chased up. The CEO and KH met with Wiltshire Payroll recently to express concerns regarding the issuing of staff contracts since then little improvements have been notes. Consequently Pickwick have written to terminate the HR Contract aspect of the contract with a view to this function internally.

KH summed up that the IA Report was a useful snapshot in time and the recommendations would be followed with HTs responsible for sharing the information with LGBs for their oversight of remedial actions..

How to Fund Option 3

Paragraph 33 in the Financial Report gives the reserves at 31 August for each school, in total £372,675 which represents 6.13% of 2018-2019 General Annual Grant. KH suggests a pro rata contribution based on the General Annual Grant as follows:

CPS	£46K
IL	£27K
QC	£26K

Budget Monitoring Reports

KH had produced the overall position and the situation at each school. QC and CPS had also produced a narrative. IL and A confirmed that their LGBs also received narratives. The overall position is

Reserves at 1 September 2017	£471,217K	
In year deficits	£98,542	(CPS and QC)
Projected Reserves at 31 August 2018	£372,675	

The above does not take account of the decision to fund £99K from reserves to fund Option 3.

Budget Strategy 2018-2019

The Education Funding and Skills Agency have recently issued funding statements for 2018-2019. QC's funding has just been released and is an increase of £20,380K. Overall the increase is £84K for all 4 schools. ESFA funding allocations are reduced per pupil (last year £2998/pupil reduced to £2746). DP will be meeting the local MP shortly on an unrelated matter but intends to discuss this. GC explained that CPS was trying to increase the number of resource based pupils from 2 to 7 and are in discussion with the LA regarding this.

KH stated that all the information would be important for LGB to incorporate into budget setting for next year.

5. Financial Key Performance Indicators

KH had produced a report for PAT setting out a breakdown per school and in total of costings. Costs were analysed in total, per pupil, and as a percentage of total costs. Aloeric have a high percentage of staff costs to total costs as a result of investing in two form entry at the expense of other costs, while QC also has high staff costs as a result of teachers being on high grades. Across the board, staffing is the biggest spend. Efficiencies need to be investigated across the administrative and finance areas with a move to remodel the current situation.

Aspirational Financial Key Performance Indicators March 2018 – August 2019

To ensure equity of offer for all pupils across the Trust, academies will work towards achieving the following KPIs over the next 18 months

1. 75% or less of total costs to total income spent on staffing
2. Minimum of £85 per pupil spent on building maintenance
3. Minimum of 2% total costs spend on technology
4. Each academy to work towards reaching 5% reserve plus a contribution of 2% to central reserve based on the total GAG income.

CEO stated that agreeing these KPIs will assist in defining a budget strategy for HTs and the LGB over the next few months and to indicate the implications for each school at the June Board meeting. CC pointed out that the 2% IT spend is above the national average and could be part of the unique selling point of PAT.

KH asked the Board to agree the four KPIs in the Aspirational Paper as stated above noting that they need to be used as part of routine financial reporting across the Trust.

AH proposed that the Board agree the four financial KPIs, SC seconded and the Board agreed to accept the proposal unanimously. The HTs would feedback this decision to the LGBs and the KPIs would be used to influence budget setting.

6 & 7 The Future of the Trust and Joining the Trust

The CEO and Finance Director brought to the meeting a financial update on the Succession Year (18/19) and Year 2 (19/20) together with an information pack for joining schools. RH stated that he had met with RW, AH, FA and KH to discuss the remuneration for the CEO and the Financial Director and funding for the key posts which would be necessary moving forward in line with the agreed direction for the succession plan .

CPS admin team would manage HR contracts, and more admin support would be required on a regular basis to cover this additional commitment. A School Improvement Officer would start from April and work for 4 months. CPS was overseeing PAT and the Teaching School financial management and this structure might change in the future. JP stated that the Teaching School had put in additional bids and if successful this would make more work. In Year 2, project management would take a lot of financial and admin support and therefore resource had been allocated to support the need.

The CEO stated that the costings had been carefully studied and two new schools would need to join the Trust and contribute 6% to the central fund, while the 5% charge would be maintained for the four founding schools. Currently the Pickwick Team were working hard to pull an information pack together for school's interested in joining the Trust. The CEO explained she wanted all the

information in the pack to be detailed and absolutely transparent. It set out models, explained the PAT philosophy, governance arrangements and all the criteria required for joining schools.

AH asked if the service was deliverable at 6% and the CEO stated that the Bishop Fleming report had been considered to recommended that figure and all scenarios had been considered and actual costings built in. Typically the figure at other MATs for joining schools is between 5% to 10%. A short discussion regarding the merits of stating percentage contributions based on different funding criteria followed. PD enquired how PAT would be protected from extra high costs of schools joining. The CEO responded by stating that this was covered in the pack and after due diligence, and if a school had serious Ofsted concerns or was on the RSC list, then the charge would be increased after consideration and to reflect the resources required to mitigate the risks .

RH enquired about the party responsible for the due diligence costs and the CEO confirmed that it had been made clear in the pack that the joining school pays.

RH asked the Board to support the 6% charge for schools joining Pickwick Academy Trust. This was seconded by AH and the Board unanimously agreed in favour of the charge.

RH passed on the appreciation of the Board on the work to produce the Information Pack which was tabled at the meeting..

The CEO asked the Board to consider agreeing in principle to the figures brought to the meeting regarding the succession year and Year Two. KH recognised that there was much detailed information provided at the meeting which required scrutiny, so agreement was not possible currently. HTs would go through the report and report back to the Board based on the 6% model. RH queried whether the 3 days/week would be sufficient for the CEO and FD in the future. KH explained that a full time CEO and FD would increase the sum to 8% for the joining schools. There would be a clearer indication by December 2018 regarding the possible schools joining the MAT and therefore the capacity required of the CEO and FD in the future.

It was decided to hold an EGM at the end of April to discuss the budget relating to the succession year and year two.

ACTION: EGM ON 24.4.18

SCHOOL IMPROVEMENT

8. Pupil Key Performance Indicators

JH had produced an information sheet which all HTs had contributed to. Aspirational KPIs had been produced and compared to National expectations and Fischer Family Trust targets in each individual school. Attendance figures together with academic achievements were considered. JH stated that the combined percentages were good compared to National figures. A concern was the disadvantaged learner percentages which were sometimes lower than National figures, although Aloeric is bucking the trend in this area. JP advised the Board that the Teaching School was waiting for the outcome of a bid for disadvantaged learners.

JH confirmed that the targets would be monitored regularly. The Board was asked to note and approve the combined ARE and GD Pupil Performance KPIs.

RH proposed that the Board agree the combined Pupil Key Performance Indicators as put forward by JH. This was seconded by FA and the Board unanimously agreed in favour.

8.50pm DW leaves the meeting

9. Benefits of being in the Trust

The CEO, in conjunction with the HTs had produced a "Trust First" document confirming the understanding that the Trust was one legal entity accountable for one group of children. A list of positives had been compiled. This document will be shared with the LGB Chairs.

The Board was asked to note the content of the paper.

TEACHING SCHOOL

10 Pickwick Teaching School Alliance Development

JP updated the Board on the growth and development of the Teaching School. There are now 50+ member schools at varying levels of engagement. The strategic plan is to develop three hubs across the alliance to improve the depth of professional development and school improvement impact in our schools. JP had circulated a job description of a School Improvement Group Leader and the proposed model for these groups. JP hoped to use £12K of resources from Teaching School reserves to recruit these SIG leaders to drive the development. On 1.9.17 there were £75K in the Teaching School reserves to cover this investment and these were separate to any figures reported to the Board previously by the FD. JP outlined the key benefits of this development to the Board. JP explained that the commitment would be 10 days across a 12 month period for each Leader and it was hoped to identify an existing leader to take on the role.

RH proposed that the Board agree to commit the £12K from the Teaching School Reserves to fund the SIG leaders to drive the development of the hubs. This was seconded by DP and the Board agreed unanimously in favour.

GOVERNANCE

11 Verbal Update on LGB Chairs of Governors on 20 March 2018

The CEO and KH had met the Chairs of the four founding schools for ongoing discussion regarding GovernorHub, use of the risk register and governance arrangements. The CEO explained that the Chairs had templates for reporting regularly back to the Board. This would be a regular discussion group.

LEADERSHIP

12 GDPR Update

A GDPR Update for the Board had been submitted by Caroline Harrison detailing actions required as a result of the implementation of the GDPR which comes into effect on 25 May 2018. This requires greater emphasis on documentation and processes that we use to store and process personal details and how we demonstrate accountability and governance of these procedures.

Currently Caroline is undertaking an audit for all four schools and EP has attended training. The deadline for return for each school is 11 May. This was deemed reasonable after a suggestion that the work should be accelerated. It was suggested by JH that briefings on GDPR were scheduled across all the schools together to raise awareness of the new requirements. The HTs of each school are responsible for their school, with overall responsibility by the CEO for GDPR and Information Governance. It was planned to recruit a Data Protection Officer as a conduit for coordinating process. This was likely to be a senior person such as a SBM.

The Board were asked to note the planned activities and that the CEO is overall in charge of the GDPR and that further discussions on the requirement of a Data Protection Officer were necessary.

POLICIES FOR APPROVAL

13. MARCH POLICIES – POLICY PANEL

RH stated that the Policy Panel had not met since the last meeting and 11 documents were outstanding currently. At the November Board meeting, item 11 it was confirmed that 54 HR

policies would require ratification and delegated powers were given to the Policy Panel (RH and DP). **RH asked if the Board would confirm that these delegated powers to review and ratify would cover ALL POLICIES. The Board agreed.** RH was concerned regarding the number of policies and hoped to have a structured plan of review moving forward.

NEXT MEETING – PLEASE NOTE CHANGE OF DATE AND ADDITIONAL MEETING

An EGM was agreed and will be held on: TUESDAY 24 APRIL AT 6.30PM AT IVY LANE

The Board meeting on Tuesday 22 May was CANCELLED.

NEXT BOARD MEETING: TUESDAY 12 JUNE AT 6.30PM AT CORSHAM

The meeting closed at 9.25 pm

Signed:

Date:

LIST OF ACTIONS

Item	Subject	Action required	By whom
2.2	Health and Safety Policy	Deferred to June meeting for final approval	HTs and CEO
6	Future of the Trust – Financial Update pm Succession Year 18/19 and Year 2 19/20	EGM for further discussion and Agree proposed Financial proposal	The Board

POST MEETING NOTE FOR INFORMATION

This is to formally note the appointment of the following new governors.

Aloeric

Vicky Todd (Staff)
Ruth Gould
Melanie Davies
Victoria Western-Shill

Ivy Lane

Joanne Massiah
Patrick Holder-Mallett

Queen's Crescent

Ashley O'Neill