

Board of Trustees

Wednesday 12 July 2023, 9.30am

St Luke's Room, Buckfast Abbey Conference Centre

Attended:

Andy Mulcock (AM) - Chair	Philip Bostock (PB) – Vice Chair
James Frampton (JF)	Teresa Gardner (TG)
Lindsay Hetherington (LH)	Richard Jacobs (RJ)
Sarah O'Meara (SOM)	Jade Otty (JO)
Moira Marder (MM) – CEO	Saxon Spence (SS) <i>Virtually</i>
Alex Walmsley (AW)	
In Attendance	
Melody Floyde (MF) – Trust Governance Coordinator	Tamsin Frances – Executive Director of People & Strategy (TF)
Jon Lunn (JL) – Director of Education Performance	Lorraine Mitchell (LM) – Head of Corporate Governance & Compliance
Siobhan Meredith (SM) – Executive Director of Education	Sue Pym (SP) – Executive Director of Finance & Estates
Tim Rutherford (TR) – Deputy CEO	Sir David Carter – Item 4 Only

Apologies:

<p>Crispin Taylor (CT) Lee Elliot-Major (LEM) Ben Manning (BM)</p>
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Meeting Minutes

Item No.	Business	Action
1.	<p>Welcome, Apologies and Declarations of Interest</p> <p>AM welcomed everyone to the meeting. Apologies were received from Lee Elliot-Major, Ben Manning and Crispin Taylor</p> <p>Declarations of interest were noted, as follows: AW: Director, First Federation Trust & Member of Diocesan Education Group AW, AM, RJ, SP: Directors, Fusion School Services Ltd</p>	
2.	<p>Minutes of Previous Meeting and Update on Actions.</p> <p>The minutes of the meeting held on 24.05.23 were approved as a full and accurate record.</p> <p>All actions were recorded as complete with the following updates:</p>	

	<p>Ben Manning was actively seeking potential governors in Plymouth through his networks.</p> <p>A Board Meeting had not currently been scheduled into a Plymouth venue, however this would be revisited.</p>	
3.	<p>Matters Arising</p> <p>None</p>	
4.	<p>Feedback from Sir David Carter, Outgoing Chair of Education Scrutiny Panel</p> <p>Sir David Carter attended virtually to give feedback on his time as Chair of the Trust’s Education Scrutiny Panel and to answer Trustees’ questions.</p> <p>The Scrutiny Panel was seen as good practice and was being replicated in other Trusts. It was important for governance and reviewing standards.</p> <p>David would be stepping down as Chair of the Panel so a successor would be appointed.</p> <p>It was agreed that Chairs would be appointed for a period of two years. The Education Committee would lead on reviewing the Membership of the scrutiny panels.</p> <p>MM noted that TWT was a better Trust due to the work with David both through the governance review and the panels. The challenge had been welcomed. TWT was hungry to improve and wanted to focus on key areas. The sector as a whole was strengthening.</p> <p>The Trustees extended thanks to David for his support and guidance. The positive impact of the education scrutiny panel was evident.</p> <p>DC left the meeting at 10.16am</p> <p>A full record of the discussion is in Part B of the Minutes.</p>	

<p>5.</p>	<p>Chief Executive Officers Update</p> <p>The CEO Report had been circulated in advance of the meeting. MM gave an overview of the key points.</p> <p><u>School Improvement</u> – there had been a number of successful Ofsted inspections during the year and good results in 2021-22. The Trust had received both regional and national recognition as a result. MM noted that 70% of schools joining the Trust had been rated Requires Improvement (RI), inadequate or requiring full sponsorship when they joined the Trust. 100% of these had improved their Ofsted grade since joining the Trust.</p> <p>Whipton Barton had been supported by SM, nuanced practice had been brought in from MAP Primary to support with the school improvement.</p> <p>It had been a difficult year with immense challenges for the Trust, particularly around adapting to the changes in society post-pandemic. Going forwards challenges would be approached with passion and a “can do” attitude.</p> <p><i>Are there any concerns around schools RAG rating? What is changing going forward?</i> The RAG rating shows the current picture, this will be updated in September. Some changes in support levels are likely.</p> <p>The Trust’s Strengthening Communities strategy had been developed by TF and Jen Fook. MM was confident that the Trust would be stronger moving forwards. Schools had communicated plans to parents for changes following the Reset Campaign. There had not been a lot of feedback from parents.</p> <p>Trustees acknowledged the amount of work in developing the strategy.</p> <p>JL clarified that, looking at the overall amount of lesson removals in the Trust over the year, on average 99.55% of children were in lessons. Less than 1% of children were being removed in terms of the number of lessons per year.</p> <p>MM noted that other Trusts had experienced similar, it was not unique to TWT. It was important to codify, learn lessons and to help each other. TWT was being transparent and open, following the Nolan principles. The Board has a key responsibility to hear from staff, as well as parents.</p> <p><i>Will we need to invest in video recording?</i> We have invested in CCTV in schools, this has been useful so far and has made a difference.</p> <p><i>The strengthening community leader post has been advertised, is this essential and will it provide proactive and reactive support?</i> This will feed into the lessons learned from crisis management, and taking it forward in particular areas. This is not the primary driver for the role, it is about attendance, suspensions and supporting those areas. Interviews are scheduled for 21.07.23.</p> <p>Education Committee Update</p> <p>SOM would be stepping down as Chair. JO would take on Chairing the Committee from September. Trustees would have a greater role in setting the agenda to ensure that the scrutiny in the meetings focused on priority areas for Trustees. The aim was</p>	
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	<p>for the committee to be more efficient and representative of Trustees' views, with time for in depth discussion.</p> <p>The Trust SCR audit was now green in all areas. The Board of Trustees extended thanks to Lisa Thomas for her work on leading this.</p> <p>Growth Update</p> <p><u>Matford Brook</u> had been the main focus of the previous meeting. The Risk Register – had been updated to show the significant risks both financial and legal.</p> <p>The Trust has dealt well with the crisis. There had been limited public/media challenge. Emily Simpson-Horne and other staff had done a lot of work with parents. This should be recognised along with the selflessness of other Trust staff.</p> <p><i>What are the legal risks with Matford Brook for the Trust? We are the client for the build. There are contractual risks around areas e.g. catering and cleaning that were planned to be delivered on site. There are some legal costs to be paid and this is an area of risk.</i></p> <p><u>Honiton Community College</u> had joined the Trust on 01.07.23.</p> <p><u>Tor Bridge and Laira Green</u> had both been approved to join the Trust by the advisory board.</p> <p>The due diligence report for Tor Bridge had been circulated ahead of the meeting. It was noted that the financial summary was not included, this would be circulated to Trustees. Action: circulate the financial summary of the Tor Bridge Due Diligence Report.</p> <p>A full record of the discussion is in Part B of the Minutes.</p>	MF
6.	<p>Financial Update</p> <p><u>Approval of Budget 2023-24</u></p> <p>A budget presentation and reports were circulated prior to the meeting. The Trust Board was asked to agree the budget for 2023-24 and the subsequent submission to the ESFA. The Finance & Resources Committee had recommended the Budget for approval.</p> <p>SP outlined the key points from the reports.</p> <p>Capacity had been a significant investment in the budget. TWT was sustainable over the next five years although the reserves would diminish.</p> <p>KPI analysis had highlighted the key areas of focus for the year.</p> <p>Estates would grow as a strength and SP was confident in there being an improvement trajectory. This was an area of focus being led by the Head of Estates.</p> <p>The area of risk was that assumptions were being made in periods of uncertainty, this was in line with the sector. TWT were slightly more cautious than most.</p>	

	<p>The concern was that there would be no further money in the sector, and cost savings would be encouraged. The Executive would meet on 05.09.23 to review the latest position. Trustees noted the uncertainties.</p> <p>The Trust Board Approved the Budget for 2023-24 and submission to the ESFA.</p> <p><u>Management Accounts & Cashflow</u></p> <p>Management accounts were under control.</p> <p><u>Finance & Resources Committee Update</u></p> <p>The focus of the previous meeting had been the budget and the increasing need for the committee to focus on procurement.</p> <p><u>South West Opportunity Fund</u> – confirmation had been received from the charities commission that this had been set up.</p> <p><u>Capital Expenditure Approvals</u></p> <p>The Finance & Resources Committee had reviewed and recommended approval of the requests for capital expenditure. Trustees approved all.</p> <p><u>Procurement</u></p> <p>Exwick Balcony – SP confirmed that a letter of intent would be required for expenditure up to £100k, whilst the full cost was developed and contracts signed. Approved.</p> <p><u>MAP 3G – Procurement</u></p> <p>A report had been circulated in advance. The grant award was noted and that the net cost to TWT would be £250k. The intention was to build over the autumn term and to have the pitch in place by January 2023. Approved.</p> <p><i>Is there an update on TCAF?</i> We are putting together a new bid for the next round, following Laira Green approval. The deadline is 02.10.23.</p> <p><u>Honiton Community College</u> – IT equipment had been highlighted in the due diligence process. The grant award from DCC for going over PAN would be applied to IT. Honiton had done a direct award under their own scheme of delegation, this had come in at a higher level than expected. Trustees noted this.</p> <p><u>Letter to Accounting Officer</u></p> <p>The recent letter to the Accounting Officer from the ESFA was noted.</p> <p>A full record of the discussion is in Part B of the Minutes.</p>	
7.	<p>LGB & Trust Board Update</p> <p><u>Appointments & Resignations</u></p> <p>The new Governor appointments in the Trust were reviewed and approved, subject to completion of all SCR Checks.</p> <ul style="list-style-type: none"> • John Davey, Foundation Governor/ Chair, St Luke’s 	

	<ul style="list-style-type: none"> • Matt Clayton, Foundation Governor, St Luke’s • Dan Harmer, Staff (Trust) Governor, Whipton Barton • Jazzell Dewdney, Parent Governor, Whipton Barton (elected post) • Emma Speakman, Parent Governor, Whipton Barton (elected post) • Mark Llewellyn, Co-opted Governor/ Chair, Whipton Barton <p>Trustees noted that Mark Llewellyn would take on the role of Chair of Whipton Barton LGB from September. Mark would be a good appointment to the role and would bring many positives.</p> <p>Action: MF to complete SCR checks and send out appointment letters.</p> <p><u>Trust Board Constitution 2023-24 & Succession Planning</u></p> <p>The Trust Board Constitution was circulated for information. It was noted that CT’s term was due to end in October 2023. Action: MF to contact CT regarding undertaking a second term of office.</p> <p>Succession Planning was ongoing, future trustees were being explored. Trustees were asked to put forward any suggestions for potential Trustees.</p> <p>Training Opportunities for Trustees – there were various training opportunities available, particularly from the CST. Action: MF to circulate details of training opportunities to Trustees.</p>	<p>MF</p> <p>MF</p> <p>MF</p>
8.	<p>Updates to Trust Scheme of Delegation 2023-24</p> <p>MF outlined the proposed changes to the Scheme of Delegation for 2023-24. A summary document had also been circulated.</p> <p>Approval of Term Dates had been added as a function for the Senior Executive.</p> <p>Delegated Authority for approval of Capital Expenditure had also been given to the Finance & Resources Committee.</p> <p>The Trust Policy Schedule had been included in the document. Work had been undertaken on consistency across the board and removing policy approval from local governance level.</p> <p>The Board of Trustees Approved the Changes to the Scheme of Delegation for 2023-24</p> <p>Action: Finalise and publish the Scheme of Delegation for 2023-24.</p> <p>The Finance & Resources Committee Annual Cycle of Business was also reviewed and approved.</p> <p><u>LGB Terms of Reference</u></p> <p>LM gave an overview of the document setting out future proposals for LGBs. The document outlined the principles being considered, there would be a full consultation with LGBs on the proposed model.</p>	<p>MF</p>

	<p>Regional Compliance Hubs were being proposed, these would be separate from main LGB meetings with a working group reporting back to the LGBs for minuting. Directors of Education would attend.</p> <p><i>Attendance and time commitment is already a challenge for governors, will the hubs increase this? They will ease the pressure on governors.</i></p> <p>Trustees noted that LGBs wanted to have an impact and to make a difference in their schools.</p> <p>Trustees were asked for feedback on the concept. It was noted that Trustees would need to fully consider the proposal in detail at a future meeting.</p> <p>Action: Send an email out to ask Trustees to support with the consultation process</p> <p>Link Governor Roles – Trustees needed to be clear on what these should include, it was important not to duplicate the work of Trustees.</p> <p>TG noted that she had attended the Health & Safety link governor network. There was a large variety in the skills and knowledge of the link governors who had been in attendance.</p> <p><i>Is it mandatory to have a Careers linked Governor? I would propose having an attendance link governor as this is a key focus for the Trust. Careers in secondary is required. There are Trust leads for attendance and platforms for monitoring so this is already in place across the Trust.</i></p> <p><i>Trustees questioned if there should be link governors attached to Trust Key Priorities annually. This would be considered.</i></p> <p>LM confirmed that the terms of reference for the link governor roles would be set around the essentials and be reflective of key priorities. The network meetings were an extension of the Trust Board and it would be beneficial to have a Trustee at each of the network meetings.</p>	<p>MF</p>
<p>9.</p>	<p>Risk Management</p> <p>The reports had been circulated in advance of the meeting.</p> <p>Risk Report – this was a good practice recommendation and tracked risks over a period of time.</p> <p>The Trust Board reviewed the Trust’s Strategic Risk Register.</p> <p>It was noted that there was a Trust Prevent action plan. All schools would have a Prevent risk assessment and action plan in place. Themes were being followed up.</p> <p>The Board of Trustees extended thanks to SP and TF for the work around risk over the year. Also, to the Audit and Risk committee.</p>	

<p>10.</p>	<p>Policies for Approval</p> <p>A summary of changes to policies had been circulated in advance of the meeting for review. Trustees were asked to approve the following policies:</p> <ul style="list-style-type: none"> • Safeguarding School Template - approved • Trust Pay Policy – approved, subject to the changes from unions being made • Whistleblowing Policy - approved • Conflict of Interest Policy - approved • Register of Interests (Employees) Policy - approved <p>It was noted that the Trust Pay Policy was being approved outside of the usual cycle due to the recent Trust pay and reward work.</p> <p>TF shared some additional feedback from the Unions on the Pay Policy with additional changes suggested. These changes were agreed.</p> <p>TF confirmed that there would be further clarity on policy management and the updated schedule would be ready by the end of term.</p>	
<p>Any Other Business</p>		
	<p>Thanks to all for a great year, and thanks to AM for Chairing.</p> <p>The meeting closed at: 12.06pm</p> <p>Date of Next Meetings: Weds 11 October 2023, 4.30pm Weds 6 December 2023, 4.30pm Weds 27 March 2024 (Away Day) Wednesday 22 May 2024, 4.30pm Weds 10 July 2024 (Conference)</p>	

Signed by the Chair of the Board:

Date: