TWMAT Board of Trustees

Wednesday 12 February 2025, 9.30am

Buckfast Abbey Conference Centre

MEETING SUMMARY SHEET

Actions from the Meeting			
Action Ref.	Action	Lead	Due Date
TB1112.4	Carry forward Action	MF	07.05.25
TB1202.1	Write to Governors to confirm outcome of applications and update records	MF	28.02.25
TB1202.2	Appointment letters to be sent to Exmouth Community College governors following formally joining the Trust	MF	07.03.25
TB1202.3	Identify a Trust Link Governor for Exmouth Community College	TR	31.03.25
TB1202.4	Provide details of how LGB Chairs are Quality Assured	MF	07.05.25
TB1202.5	All Admissions Policies to be finalised and published on school websites	MF	15.03.25
TB1202.6	Report on number of restraint incidents in Trust Schools and ensure that reporting requirements are clear in the Behaviour Principles.	TR	07.05.25
TB1202.7	Specific time to be allocated for the Board to look at the Charter as a focused topic.	MF	07.05.25
TB1202.8	Share report on community hubs with Trustees for information.	LEM	28.02.25

Decisions Made Under the Scheme of Delegation	
Item.	Decision
1.	Shraddha Chaudhary was appointed as a Trustee following Member approval.
2.	The Transfer of Exmouth Community Governors to the Trust were approved subject to completion of all paperwork and SCR Checks.
3.	The Proposed Schools Admissions Policies for 2026-27 were approved.
4.	The Proposed Reduction in PAN at Queen Elizabeth's School was agreed.
5.	The Trust Behaviour Principles were approved.

Appointments & Resignations			
Name	Role	School	Appointed/Resigned
Shraddha Chaudhary	Trustee	Trust Board	Appointed
Keith Baker	Co-opted/Chair	Queen Elizabeth's	Reappointed
Barbara Sweeney	Co-opted	West Exe	Reappointed
Kelly Dighton	Trust Appointed	Exwick Heights	Reappointed
Lucie Emmett	Staff	St Luke's	Elected
Maddi Jenkins	Staff	Cranbrook Education Campus (Secondary	Elected
Liz Partridge	Staff	Cranbrook Education Campus (Primary)	Elected
Tina Sillitoe	Staff	Sidmouth College	Elected
Carole Pilley	Co-opted	Matford Brook	Resigned
Dan Harmer	Trust Appointed	Whipton Barton	Resigned
David Watson	Foundation	All Saints	Resigned
Cameron Lancaster	Co-opted	All Saints	Resigned

Board of Trustees

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Attended:

Andy Mulcock (AM) - Chair	**Philip Bostock (PB) – Vice Chair**
Shraddha Chaudhary (SC)	**James Frampton (JF)**
Teresa Gardner (TG)	**Richard Jacobs (RJ)**
Jade Otty (JO)	**Lee Elliot-Major (LEM)**
Alex Walmsley (AW)	**Sarah O'Meara (SOM)**
In Attendance	
Melody Floyde (MF) – Trust Governance Coordinator	**Tim Rutherford (TR) – Deputy Chief Executive**

Apologies:

Moira Marder (MM)

Absent without Apologies:

Ben Manning (BM)

Meeting Minutes

Item No.	Business	Action
1.	**Welcome, Apologies and Declarations of Interest** Apologies were received from MM. TR (DCEO) was in attendance to deputise for MM. It was noted that BM was not in attendance. Welcome to Shraddha Chaudhary who was joining the Trust Board. Approval had been received from Trust Members to formally appoint Shraddha as a Trustee. **This was ratified.** Declarations of interest were noted, as follows: AW: Director, First Federation Trust & Member of Diocesan Education Group AW, RJ, AM: Directors, Fusion School Services Ltd JO: Vice Principal, Exeter College	
2.	**Minutes of Previous Meeting, Update on Actions and Matters Arising** The minutes of the meeting held on 11.12.24 were approved as a full and accurate record. All actions were recorded as complete with the following updates. TB1112.9 - The executive structure chart had been uploaded to Governor Hub. It was noted that the follow up action relating to the data dashboard (TB1112.4) needed clarification. **Action: MF to follow up with Jon Lunn.**	**MF**

3.	**LGB & Trust Board Update** <u>LGB Appointments & Resignations</u> The proposed governor reappointments were approved: Keith Baker - QE Barbara Sweeney – West Exe Kelly Dighton – Exwick Heights Trustees reviewed the proposed new governor applications: Jack Barwell, Sidmouth College – Trustees noted that the application was not strong and the motivation and reason for wanting to become a governor was not clear. Following consideration of references and discussion the decision was made not to appoint. **Not Appointed.** Trustees noted the recent elected staff governor appointments and governor resignations. **Action: Write to Governors to confirm outcomes and update records accordingly.** <u>Trust Board</u> Shraddha Chaudhary was appointed as a Member Appointed Trustee. <u>Exmouth Community College (ECC)</u> The applications from ECC Governors to transfer to the Trust were reviewed. It was noted that all, except two, of the existing governing board would be transferring to the new LGB. **Trustees approved the transfer of the Exmouth Governors to the Trust subject to completion of all paperwork and SCR checks.** **Action: Appointment letters to be sent to ECC Governors following the school formally joining the Trust.** Trustees noted that ECC had a strong board and there was confidence in the Chair, who had been positively engaged with the Trust. It was agreed that a strong secondary school Trust Link Governor would be a positive addition. **Action: TR to identify a link Trustee for ECC.** *Will anyone from the Trust be sitting in on the first few months of LGB meetings during transition?* This has not been planned although it would be advantageous to have a Trustee attending the LGB3 meeting in the summer term. The Head of Governance has previously attended LGB meetings in a supportive capacity. The role of the chair will be key. *Is there scope for any peer mentoring for LGB Chairs, is there learning that could be undertaken?* Relationships must be organic. Experienced chairs can support others and Trustees would also be welcome to provide support. **The Executive would welcome details on how LGB Chairs were quality assured and how this was undertaken systematically.** RJ arrived at 9.57am	 **MF** **MF** **TR** **MF**

	Trustees noted the importance of engaging with LGBs and meeting governors. An active review of the minutes coming back from LGB meetings was also important. MF advised that a summary report would be produced after each LGB cycle and circulated to Trustees and LGB Chairs for review and action. Trustees were reminded that School Trust Open Mornings were important opportunities for Trustees to visit schools.	
4.	**Admissions Policies 2026-27 Determination** The proposed school admission policies for 2026-27 and summary report were reviewed. It was noted that, as the Honiton Community College Sixth Form would be closing, the policy was no longer needed. The proposed reduction in PAN at St Luke's from 196 – 192 was noted. There had been no objections received. **This was agreed.** Trustees considered the proposed reduction in PAN at QE to 180 and the objection to this from DCC. *Trustees asked if TWT was working with other schools to look at potential spaces for children who would not be able to go to QE with the reduction of PAN.* The demographics indicate that 180 would be a reasonable number, other schools could take any additional children. Schools can take children over PAN, so this would not stop a larger number of children attending if needed. However, there would be a limited number of classrooms so this would remain at six forms of entry. We are confident that 180 can be well managed. Trustees also noted that there had been previous conversations with DCC regarding the proposed PAN of 180 prior to consulting on the policy. The Trust would work to find additional spaces in other schools if required. *Trustees noted that the changing demographic posed a challenge for all schools with many new houses being built in Exeter and Devon. There was potential that housing demand in Crediton could be more robust than in other areas.* *Trustees noted that the safety and experience of children was paramount. They asked if there would need to be a further reduction of PAN the following year.* We are confident that 180 is sustainable. Pressures on budgets have necessitated class sizes to increase and reducing options in Post 16 has also freed capacity. **Trustees agreed to the reduction in PAN at QE to 180.** **Trustees agreed the admissions policies for Trust schools for 2026-27.** **Action: ensure that all admissions policies finalised and uploaded to school websites by 15.03.25.**	**MF**

5.	**Policies for Approval** Trustees reviewed and approved the following policy: • Trust Behaviour Principles *Trustees noted the use of reasonable restraints was noted in the behaviour principles and that the DfE had updated their policy on recording these incidents. Do you have this information?* They are recorded and training is provided. It is notable that these events are rare in schools. **Action: Ensure that the behaviour policies are clear around reporting requirements. Provide a report on the number of restraint incidents in Trust schools.** *Trustees noted that it would be beneficial to see an equality impact assessment presented alongside policies to see how the policy had impacted upon groups of students over time.* TWT were currently not routinely looking at the equality impact of policies and training would be required. There were some tools to support with recording data by demographic and there was confidence that the MIS system held the data and could be further interrogated. This would be built into the Charter work. It was suggested that undertaking equality audits of policies would show where there was a disproportionate impact and what could be done to improve positivity. It was noted that some TWT schools had signed up for the equity score board and St Luke's and St James were amongst the pilot schools. This would look at policies, including admissions. *Are the behaviour principles helpful to Headteachers, this seems uncharacteristically negative?* This is based on the DfE model and is statutory. Schools have their own individual behaviour policies. **Trustees approved the Behaviour Principles.**	**TR**

6.	**Financial Update** AW gave an update on the Finance & Resources Committee meeting held on 20.11.24 Trust finances and procurement were well managed and TWT remained in a strong position compared to over Trusts. There were two budgets within the management accounts, the original and the one following the pay award confirmations. Accounts were slightly ahead of budget, however a deficit at year end was still predicted. The reserves for 2024-25 were likely to decrease, however ECC would bring a positive variance. A three-year budget was in place. Trustees should prepare for setting a deficit budget for the next academic year. Trustees noted the positive work of Liam Dingle, Finance Director. QE remained the largest financial risk for the Trust. Matt Burrell had attended the F&R committee meeting to give a presentation on the current condition of the school estate and potential options. Fusion continued to be successful, there were some related party complexities which were being effectively managed. *Trustees noted the importance of being aware of the end of the PFI contract for Exeter schools and preparing for how this would be managed.* It was confirmed that there was already a plan in place although this was a potential issue to be aware of. TWT may need to consider contracting surveyors ahead of time.	
7.	**Chief Executive Officer's Report** TR gave an overview of key priorities and areas of development. Matford Brook – no decision on the permanent site had been made and this was expected around Easter. The temporary building had capacity for the next year if this was required. The DfE were being supportive. Some trustees had attended the Matford Brook open morning and noted that the temporary building and ethos of the school was positive. It was noted that secondary recruitment for 2025-26 was looking positive. *To what extent do you think the DfE's latest school bill is a threat to TWT and academies?* This would be covered in the strategic away day. *Trustees noted the positive appointment of Siobhan Meredith (SM) to the RISE team and that this would be a great learning opportunity.* It was noted that there was a cost associated with the DfE work. *Trustees asked how TWT would be mitigating SM's appointment to cover the loss of capacity?* There has been more investment in directors of education appointments. We are remaining operationally vigilant of this and the school improvement work with other schools could be reduced due to their ongoing improvement. *Are there going to be more phases of RISE Teams, and will we be approached for more support?* The first phase included two leaders from the area who were chosen. Round 2 is via applications, at this stage nobody else from TWT has applied.	

	Trustees asked for an overview of the support being provided in Schools and any concerns: All schools continue to improve. Honiton has an Ofsted due and extra support is being put in place. Isca – has improved. QE is on the risk register as it has been in intensive support for a long period of time. There were no concerns about the intensive support for schools being ineffective. A new Headteacher had been appointed for Sidmouth College. Trustees had been involved in the recruitment process and noted that there had been a strong field. *Trustees queried how Tor Bridge was doing and when it was expected to move from intensive support?* We are hopeful that this will be by the end of the year. There are no concerns, Tor Bridge is the most improved school in Plymouth in terms of results. Standards had also improved. *Trustees noted the culture change at the school and that staff retention was very positive.* It was noted that emerging priorities for school improvement would be reviewed at the Education Committee on 26.02.25. *What level will ECC come in at?* It's aligning currently. TR will be spending time at ECC to support during the period of alignment. Two TWT leaders were put in to support from the start of the year and a school review is due in this year. It was also noted that ECC had a nursery which included provision for 0-2 years. This appeared to be well managed. Trustees noted the clarity of the CEO report and the recent positive internal promotions. **A full record of the discussion is in Part B of the minutes.**	
8.	**Trust Charter Update** JO had attended the Charter sessions. The work was ongoing and was being led by Julie Fossey. It was noted that this area of work was a focus in the sector and that it was important for the Trust Board to take ownership of the charter. **Action: It was agreed to set aside some specific time for the Board to look at the Charter as a focused topic in a future meeting.**	 **MF**
9.	**South-West Opportunities Fund (SWOF)** This was a long-term piece of work and was still in the initial phase. One formal Trustee meeting had been held to ensure compliance.	

	SWOF was a separate entity to the Trust Board and the governance needed to be distinct and separate from TWT. Potential links for Fusion with SWOF could be explored. *Are there examples of other Trusts doing this that we could learn from?* There are some. Oasis Trust is an example, however this was part of their initial set up.	
10.	**Initial Thoughts for July Governance Conference** Trustees agreed that it was important for the conference to be interactive with opportunities for conversation. LGB chairs would be asked for their priorities for governors to experience on the day. The potential of having a keynote speaker was discussed, if agreed this should be someone who would bring inspiration. Shorter keynote input and workshops could be a good model. The priority would be to focus attendees' thinking on a sense of understanding and setting the culture. The day could be potentially split to incorporate aspects of the LGB annual cycle.	
Items for Information		
INFO	**Strategic Risk Register** This was shared for information.	
Any Other Business		
	Action: LEM to share his report on community hubs with Trustees for information. The meeting closed at 11.11am **Date of Next Meeting:** Wednesday 7 May 2025	**LEM**

Signed by the Chair of the Board:

Signed electronically on Governor Hub

Date: 12.05.25