

Board of Trustees

Wednesday 19 October 2022, 4.30pm
Staff Room, St Luke's School

Attended:

Andy Mulcock (AM) - Chair	Philip Bostock (PB) – Vice Chair
Lee Elliot-Major (LEM)	James Frampton (JF)
Teresa Gardner (TG)	Lindsay Hetherington (LH)
Richard Jacobs (RJ)	Ben Manning (BM)
Moira Marder (MM)	Sarah O'Meara (SOM)
Saxon Spence (SS) <i>Virtually</i>	Crispin Taylor (CT)
Alex Walmsley (AW)	
In Attendance	
Melody Floyde (MF) – Clerk to the Trust	Tamsin Frances – Director of People & Strategy (TF)
Jon Lunn – Director of Education Performance (JL)	Lorraine Mitchell (LM) – Head of Corporate Governance & Compliance
Sue Pym – Director of Finance (SP)	Tim Rutherford (TR) – Deputy CEO

Apologies:

None

Meeting Minutes

Item No.	Business	Action
1.	<p>Welcome, Apologies and Declarations of Interest</p> <p>AM welcomed everyone to the meeting. No apologies had been received.</p> <p>Declarations of interest were noted, as follows: AW: Director, First Federation Trust.</p>	
2.	<p>Confirmation of Trust Chair & Vice Chair</p> <p>MF confirmed that AM and PB were happy to continue as Chair & Vice Chair for another year. The Trustees were all in agreement.</p>	
3.	<p>Minutes of Previous Meeting and Update on Actions.</p> <p>The minutes of the meeting held on 13.07.22 were approved as a full and accurate record, subject to a change to Item 7. SOM noted that the point she had made regarding Whipton Barton related to the number of GDPR compliance points rather than complaints received.</p> <p>Action: MF to amend the minutes to reflect this.</p> <p>All actions were recorded as complete or in progress.</p>	MF

	<p>The updated complaints report had been circulated. PB noted a discrepancy with the recording of the Isca Trustee Level complaint and requested that this was updated. Action: LM to amend the document and recirculate.</p>	<p>LM</p>
<p>4.</p>	<p>Matters Arising</p> <p>None Raised</p>	
<p>5.</p>	<p>LGB Update</p> <p><u>Appointments & Resignations</u></p> <p>The recent LGB resignations were noted and the following appointments ratified:</p> <ul style="list-style-type: none"> • Cameron Lancaster, Co-opted Governor - ASAP • Iain Ford, Co-opted Governor - CEC • Gavin Watts, Parent (Primary) - CEC • Taylor Watson, Co-opted Governor - St Luke's • Emma Watson, Parent Governor – St Luke's (subject to DBS Check) • Quentin Gunderson, Staff Governor – MAP Secondary • Lance Chatfield, Co-opted Governor - MAP Secondary • Jules Webber, Co-opted Governor – St James (subject to DBS & References) <p>SOM noted the overall high quality of the applications received.</p> <p>Trustees agreed that there needed to be a clear remit for parent governors. There had been some very positive experiences but also some negatives that had taken up a lot of time to resolve.</p> <p>SOM noted some inconsistency in the scoring on the skills audit on some applications. One candidate who worked for the Trust had scored low on aspects that she felt should be higher. TR confirmed that there were no concerns over the candidate in question.</p> <p>MF advised Trustees that the Governor Application process was being updated to standardise and improve the quality and relevance of the information being obtained from potential governors. The skills audit system would be reviewed and standardised as part of this.</p> <p>SS suggested there could be a specific committee to review governor nominations as it was a lot for Trustees to review as part of the wider Board remit. She noted that the predominance of male applicants was positive, however it was important to have a balance.</p> <p><u>Confirmation of LGB Chairs & Vice Chairs 2022-23</u></p> <p>The Chairs and Vice Chairs of the LGBs for 2022-23 were noted and approved.</p> <p>AM noted the Trustees' gratitude to the active Chairs. Some vice chair positions were vacant. MF confirmed that LGBs had been actively trying to recruit to these roles.</p> <p><u>LGB Cycle of Business & Terms of Reference 2022-23</u></p> <p>The revised documents had been shared with some of the LGB Chairs and would be reviewed by the Chairs Group on 20.10.22. LM had already received some feedback and KS5 results would be added into the cycle for those schools with sixth forms.</p>	

	<p>SOM queried the restricted number of governors on an LGB. LM advised that there was currently no set total number but that the set numbers of staff and parent governors made it restrictive. This could not be formally changed until the Articles of Association were updated but the Trust could make a recommendation for guidance to LGB Chairs on the optimum numbers of Governors on each Board.</p>	
6.	<p>Chief Executive Officer’s Report</p> <p>MM’s report had been circulated with the papers of the meeting. AM noted there had been some changes since the report was written.</p> <p>AM extended thanks to the executive team and Trust staff for the active engagement in the recent MATSE process. We await the written evaluation.</p> <p>MM noted that there were lots of positives to reflect on this year and highlighted two key points. The outcomes were impressive at our Plymouth schools, particularly MAP and ASAP. MAP, we think will be the most improved school in the South-West, if not the country with Progress 8. Basic standard scores for English and maths have improved dramatically. MAP Secondary was the best performing non-selective school in Plymouth. The momentum was there.</p> <p>Exeter had flourished with the educational eco-system and how everything worked together. This was tied in with positive results. One of the Trust schools was the highest performing in Exeter. West Exe was a great success story. CEC was now one of the best performing state schools in Devon. Maths results were very strong, but are not uniform across the whole Trust yet. Disadvantaged (DS) pupils had performed well at both secondary and primary.</p> <p>The 12-year impact of TWT was evident and Trustees should be proud of what had been achieved.</p> <p><u>2022 Outcomes</u></p> <p>JL gave an update on the 2022 outcomes and highlighted some key points. (CLICK HERE to view on Governor Hub)</p> <p>There are 10,580 students in the Trust. Predominantly in secondary schools.</p> <p>JL had been working on the IDACI system, looking at levels of deprivation. Every indicator in secondary was above 2019 levels.</p> <p>SEND data was limited and the phonics screening check was an area for development. There was a clear impact of the phonics work over the last 12 months.</p> <p>DS - everything was above in both primary and secondary.</p> <p>A’ levels – QE was a strength. There would be a national uplift. In 2019 the average grade at MAP was E- it was now C+. Lipson had also seen a similar uplift.</p> <p>Attainment – all schools were improving in English and Maths attainment, particularly MAP and ASAP. The Trust’s focus on English, Maths and Science in the pandemic was evident.</p> <p>There had been a 4+ drop nationally for DS to 45%. All TWT secondaries were above that and there had been improvements from 2019.</p>	

Progress 8 – there had been amazing improvements from 2019-2022 compared to the region. DS Progress 8 was a real strength of the Trust.

At subject level the networks were starting to come in. Science had been one of the strongest networks and there had been a positive subject specific progress score.

The presentation highlighted the strengths vs areas for improvement.

There had been two years of no progress in sixth form. Teachers would need to expect more in the next two years.

Strategic priorities for 22-23 were finding a healthy balance and enabling excellence. The Trust was investing in leaders who wanted to work in schools through the future headteacher programme.

The Trust had migrated to the BromCom MIS system and were integrating more standardised platforms.

Trustee Questions

AW – strengths and weaknesses, JL said there was a strength in the schools who engaged with the Trust’s school improvement offer. Are some schools not engaging, who and why?

JL – it’s a contingent. This is the first year of externally validated results. There have been conversations around maximising the benefits of being in a trust but this could go further. TR – we mandate a certain amount of attendance at network meetings. In some subjects people are less engaged, we’ve invested resource i.e. in EBacc subjects. We think we will get real benefit but we are just not there yet.

MM – open bucket subjects in schools are still not there. TR– there are schools that are discussed at ESP and school leaders will be held to account for the choices they make. The schools are largely engaged, curriculum leaders are being scrutinised. *AM - this is reassuring that it’s not whole schools. LH was also raised at the Education Scrutiny Panel (ESP).*

LEM – these are positive results. In MATSE we were told about very high absence rates and suspensions. How much of those results are about the children who are not in the classroom, how many are not getting those results, how many children are missing? TR – this data includes everyone. Attendance data is very hard to compare. When KPIs were reviewed DS had 84.7% attendance, however we have seen the level of persistent absenteeism consistently increase. There are still a lot of lessons being missed.

LH - this shows the positive impact of the curriculum when the students are there.

JL - coming out of the pandemic the data compared well nationally, it is only in the last year or so we have seen more challenges. TR – attendance needs to get better, there need to be clear systems in place. Are we equally investing in this area across all schools? We need to target resource and intervene. The Inclusion & Social Justice Panel (ISJP) will have more candid discussions. Some schools have really high exclusions, some are lower. It is more of a secondary issue.

AW – are we a wild outlier on attendance?

TR – Cabot’s secondary attendance was in the 80’s last year. MM has asked other local MATs and we are not out of kilter. There is an issue for TWT but there is also an issue in certain

communities. We are not shying away from the challenge we need to reduce persistent absence.

AM – attendance is front and centre of everything we do. We are aware of the context of current high Covid rates in Exeter compared to some other areas.

JL showed Trustees a chart of daily attendance comparing national and regional. In Primary there is a slight gradient, whereas secondary drops a percent per week. TR – strategically we need robust systems to identify the cause and allocate resource. Even if there is great attendance we should be doing all those things, we just need to do it quicker. **Action: JL to share attendance slides with Trustees.**

JL

JF – do we have stats to show how far this is due to Covid? Are we keeping track of that in the schools in terms of attendance due to Covid?

JL – you can plot illness.

TR – it isn't easy to identify Covid due to the removal of X coding. We used to report daily. We are now looking at the attendance of all children and DS at executive level. We have got more resource focused on the Education Welfare service. We need to ensure that financial challenges do not reflect on the extracurricular offer at schools.

SOM – I attended the West Exe parent forum. Parents said “so you’ve got great results with students who’ve had two years outside of the classroom, why is attendance important”. We need to change the parental point of view.

TR – parent surveys will be expedited. We will be working on parental attitudes and attendance patterns in schools.

TF – there is a lot of anecdote around attendance and we want to get real detail with answers about causal factors.

RJ – do we issue many fines?

TR – we don't as DCC issue the fines. Our Education Welfare services are assertive at issuing headteacher certificates. This data will be available in the future. Holidays have come back in term time, with holidays that were delayed due to Covid now being taken. *LEM - this is the same nationally.*

LM – we are working with Aimee Mitchell to run termly sessions for LGBs about monitoring local attendance in schools.

SS – I would like us to record as a Board the great appreciation of MM's leadership in the schools. It is impressive that the Trust is able to improve performance of DS and SEND children. Providing better chances in life. Are we able to give real help to children?

MM - Schools have a real role in children's participation in education. We are working on a community strategy, ensuring there is a strong strategy in place around this and we are committed. There has been some work around breakfast/food focus and also second-hand uniform.

TF - in the short-term there will be rapid communication across schools. What is on offer for the students and staff for the crisis. Also, what is there for the wider community. There is a

	<p>commitment across the Trust to have a free breakfast for all students. In the longer term we will work on strengthening communities and parental engagement.</p> <p>BM – the college in Plymouth has a significant food and clothes bank and has been supporting TWT with this. ASAP parents received cooking on a budget lessons. There is a lot of civic responsibility on colleges. <i>LEM – I think universities should also take part.</i></p> <p><i>CT - it would be good to monitor as the fuel crisis begins to hit, for example, would children come into school rather than stay in cold houses. We are living in a rapidly fragmented society. To what extent are children and families feeling hopeless and what is the impact?</i></p> <p>MM it's important to be positive for the children. Schools are feeling optimistic. We will not let this define the children.</p> <p><u>Growth Update</u></p> <p>PB gave an update on Growth across the Trust which was rapidly evolving.</p> <p>The Growth Committee had met on 28.09.22. Avanti Hall was now going to Reach South who would be taking it on as a school. This was very disappointing in terms of the amount of energy and time spent, along with the lack of AP provision in Exeter. This remains a serious unresolved issue for Exeter and the wider area. AM noted the time and resources put in by both SP and MM on Avanti Hall. The frustration was acknowledged by the Trustees. It was important to learn and be cautious from the experience.</p> <p>On a strategic note, the committee had reviewed the Trust principles of growth to strategically inform the way we move forward. This was linked to the rapidly evolving marketplace. The Trust will only take schools who have social justice at their core and sign up to the TWT mission. They need to fit geographically and cannot jeopardise financial stability of the Trust.</p> <p>The Growth & Development Committee had agreed to move forward in a different way and to hold meetings adjacent to the Chairs Governance Committee. Details to be finalised and may mean a slightly increased membership.</p> <p>A full record of the discussion is in Part B of the minutes.</p> <p>RJ left the meeting at 17:53</p>	
7.	<p>Financial Update</p> <p><u>Management Accounts & Cashflow</u></p> <p>A summary of the management accounts and cashflow had been circulated. SP highlighted the key points.</p> <p>It had been a good year. Covid had continued to have an impact. £1.6m surplus plus £200k in Fusion which would go back to the Trust. There was a £5.8m reserve. £540k funding would be carried forward, the money would be spent this year, i.e. for Matford Brook.</p> <p>The surplus was good news with the current significant challenges. It was difficult to have an accurate view due to fluctuations. There was an in-year deficit, but a degree of movement in the year was likely. There would be no extra money coming. The Executive would be looking to address the £1.5m deficit this year initially and would be taking a measured approach.</p>	

There would be a gradual transition to a slightly different way of working and how resources were distributed to schools who would be held to account.

Academy Trust Handbook Updates 2022

The link to the updated Academy Trust Handbook for 2022 had been circulated.

Letter to Accounting Officer

This was noted and had been fully discussed by the Finance & Resources Committee.

Finance & Resources Committee Update

AW gave an update from the Finance & Resources committee meeting held on 21.09.22. There is a need to be agile this year. Budgets had been filed in July and these had already changed due to factors such as teachers pay and energy costs which were still uncertain. There could be potential strike action which would impinge on the Trust seriously so there were a number of risks.

TWT was in a stronger position than other Trusts, and could see our way through three years. We are starting from a position of strength. Thanks to SP and Liam for this. Reserves are solid and cashflow is also strong.

The Capital spend was being closely monitored. Some large projects were ongoing.

Related Party Transactions remained an issue, the complexity was taking up time for insignificant amounts of expenditure and this needed to be monitored as thresholds were constantly being breached.

The Trust was well served by the Trust finance team. AM also noted the clarity of information received.

ASAP Sports Hall

The working group had met to review three options for the ASAP sports hall.

ESFA had agreed to put in £1m towards the potential solution. Option 1, new build - the cost was now in the region of £3.5m so was no longer viable. Two other options had been reviewed. Option 2 was engagement with the YMCA, which on the face was attractive however work was required on the hall and the transfer time of students from the school to the venue was large. Option 3 was to redevelop internal space at a cost of £2m which would provide significant Improvements.

The Working Group wanted to recommend Option 3 to the ESFA on the condition that they provided the original amount of £1m. AW confirmed that there had been detailed papers reviewed by the Working Group. This was the recommendation of the Trust, and the Trustees had come to the same conclusion after visiting the site. Trustee approval was requested to proceed with Option 3 which was the redevelopment of the ASAP Sports Hall.

AM – *are the YMCA aware of the options being discussed?* AW - Yes, the relationship is much improved.

Trustees approved the progression of Option 3 with the ESFA.

8.	<p>Whipton Barton Update</p> <p>TR gave an update on the current position at Whipton Barton and the intention to put additional support in place for the LGB.</p> <p>Whipton Barton was currently receiving intensive support. An effective governing board was essential and now was the time for action to ensure that support was in place from a governance point of view. The proposal was to move forward with a centrally supported arrangement.</p> <p>A full record of the discussion is in Part B of the minutes.</p>	
9.	<p>Committee Updates</p> <p><u>Education Scrutiny Panel (ESP)</u></p> <p>LH gave an update on the key points from the recent ESP. This continued to provide a very valuable level of scrutiny.</p> <p>Primary – Whipton Barton, CEC, Exwick Heights (Phonics) being addressed through SEND plan and SLT. Looking at deeper disaggregation in maths.</p> <p>Was there capacity in the Trust to get in to support primaries? Was there enough support for any primary growth?</p> <p>Secondary – developing leadership, key role of Headteacher. Trustees to talk to the Executive about how they would know the impact of the leadership programme, SEND and attendance focus. How was this going to be fed back to the board? There was support around inclusion and SEND leadership Trust-wide (high level issue).</p> <p>Trustees were welcome to attend the ESP and ISTJ.</p> <p>Action: Circulate the dates of the ESP and ISTJ panels to Trustees to ensure attendance.</p>	MF
10.	<p>Updates to Trust Scheme of Delegation</p> <p>The updated Scheme of Delegation had been circulated to some of the LGB Chairs and feedback would be requested at the LGB Chairs Meeting on 20.10.22. This was a smaller document and the aim was to bring clarity and to make it more useable.</p> <p>Initial feedback was that the document gave clarity and Chairs felt that they understand their role more clearly. Terms of reference for each committee would be produced in line with the Scheme of Delegation.</p> <p>The financial responsibilities were now very clear. Policy delegation had also been updated so Trustees would only get the statutory policies for approval.</p> <p>The Trustees were supportive of the changes to the Scheme of Delegation subject to LGB agreement.</p>	
11.	<p>Admissions Policy Consultation</p> <p>DCC would be running the consultation process from November-February. There were no significant changes to the policies but they had been updated to align with the most recent code of practice. LGBs had been consulted. The Admissions Policy would come back to the Board after the consultation process had finished.</p>	

12.	<p>Policy Approval <u>Safeguarding Policy</u> the requested changes had been made</p> <p>The Safeguarding Policy was Approved.</p> <p>Action: Circulate Safeguarding Policy to Schools for publication.</p>	MF
13.	<p>Trustee Mandatory Training</p> <p>Reminder to complete all mandatory training and declarations of interest as soon as possible.</p>	
Any Other Business		
	<p><u>QE Headship</u></p> <p>Paula Smith, current Deputy Head at QE, would be acting Headteacher. This had been agreed with the LGB Chair and communicated with parents and staff. The position would be readvertised in the summer.</p> <p>The School was also currently being supported two days per week by Rob Diment.</p> <p><u>ASAP Headteacher Update</u></p> <p>Scott Simpson-Horne's appointment as Headteacher had now been made permanent. This has been fully supported by the Diocese.</p> <p><u>Performance Management Cycles</u></p> <p>These were currently in progress.</p> <p>AM extended thanks to all staff who work so hard and wanted to see more transformed communities. It was positive to have a long-term agenda for transformation.</p> <p>The meeting closed at: 18:36</p> <p>Date of Next Meetings: Weds 7 December 2022, 4.30pm Weds 8 February 2023, 4.30pm Weds 29 March 2023 (Away Day) – Time TBC Weds 24 May 2023, 4.30pm Weds 12 July 2023 (Conference) – Time TBC</p>	

Signed by the Chair of the Board:



Date: 07.12.22

Final