

Meeting Minutes Board of Trustees

Wednesday 27 March 2019, Exeter College

In attendance:	<p>Rob Bosworth –Chair (RB)</p> <p>David Hall (DH)</p> <p>Philip Bostock (PB)</p> <p>Richard Jacobs (RJ)</p> <p>Sarah O’Meara (SO)</p> <p>Andy Mulcock (AM)</p> <p>Sue Pym, Director of Finance (SP)</p> <p>Josie Medforth, Director of Operations (JM)</p> <p>Aimee Mitchell, Inclusion Project Lead (present for items 1 and 4 only)</p>	<p>Moira Marder (MM)</p> <p>Alex Walmsley (AW)</p> <p>Beccy Mitchell (RM)</p> <p>Elaine Hobson (EH)</p> <p>Saxon Spence (SS)</p> <p>Fran Metay –Clerk (FM)</p> <p>Jon Lunn, Director of Performance (JL)</p> <p>Alison Layton-Hill, Company Secretary (ALH)</p>
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Meeting Minutes

Item	Business	Action
1.	<p>Welcome, Apologies and Declarations of Interest</p> <p>The meeting opened at 16:30. AW welcomed all present. Apologies were received from Rosie Denham and Lin Donnellan. AW’s role with another educational Trust was noted. No other interests were declared.</p>	
2.	<p>Minutes of Previous meetings</p> <p>The minutes of the meeting held on 12.12.2018 were approved as a full and accurate record. Actions from the previous meeting were reviewed; all were completed or in progress. RB noted that the strategy for Plymouth would be presented to the Members’ April meeting. RB confirmed that Prevent training for trustees would be delivered at the June Away Day.</p>	
3.	<p>Matters Arising</p> <p><u>Congratulations to AW.</u> RB congratulated AW, on behalf of the Board, for his appointment as Local Leader of Governance (LLG), a much deserved accolade for AW’s continued work. TWMAT now boasts a National Leader of Education, a Local Leader of Education and a LLG.</p> <p><u>National Education Resource Award.</u> RB informed trustees that on 22nd March, the Trust received a national award for its collaboration with Sparx and thanked MM for championing the forward thinking step of entering into an educational partnership with a commercial entity.</p> <p><u>Steiner Academy.</u> RB explained that the lack of update to trustees was due to the decision still being awaited. Further information will be covered under the Growth item of the meeting.</p> <p><u>Trustee appointment.</u> The unanimous vote to appoint Andy Mulcock to the Trust Board taken at the 11.02.2019 extraordinary Board meeting was formally endorsed, in readiness for ratification by Members at their 25.04.2019 meeting.</p> <p><u>Trustee application: Lee Elliot Major.</u> An opportune moment had arisen to approach Lee as he had resigned his position as CEO of the Sutton Trust and moved to Devon to take up post as Professor of Social Mobility at the University of Exeter, the first appointment of its kind. In light of Lee’s current commitment, the proposal would be for him to be co-opted onto the Board only, with no membership of committees. DH noted a potential conflict of interest in his role as Lee’s current line manager and although supportive of the application, elected to abstain from the vote.</p>	

	<p>Having considered the CV and pen portrait circulated in advance of the meeting, trustees unanimously agreed that Lee’s appointment would fully support TWMAT’s ethos and purpose and voted to co-opt Lee onto the Board. FM to proceed with formalising the appointment. RB acknowledged the need to monitor the growth of the Board and reassured trustees that the relevance of membership would continue to be reviewed annually through the skills audit. RB confirmed that AM and AW would fulfil the requirement, in the proposed revised Articles of Association, for “no fewer than two trustees” to be appointed by the Exeter Diocese.</p> <p><u>Link between the rise in high needs pupils at CEC and disadvantaged families moving into the area.</u> Evidence provided by Andy Wood, Projects Director for Exeter & East Devon Growth, circulated with the agenda, did not support the existence of such a link currently.</p>	FM
Monitoring		
4.	<p>The Bridge Inclusion Project Update</p> <p>RB welcomed Aimee Mitchell, Headteacher at Isca Academy and lead for the Inclusion Project. Aimee presented the rationale for the creation of the Bridge and progress made thus far. Key challenges and achievements were identified as follows:</p> <ul style="list-style-type: none"> • The initiative has generated a culture of shared responsibility across the schools within the partnership for identifying and supporting children at risk of disengagement from education. This has sharpened practice and re-shaped staff’s outlooks on exclusion. • The scheme has not yet been in existence long enough to accurately measure how successful children are on reintegration into mainstream education after The Bridge. However, all children have shown social, emotional and behavioural improvements as measured on the Boxall Profile. • Permanent exclusions (PEX) across the partnership have reduced from 6 in the Autumn term to none in the Spring term, despite 3 high challenge cases which would have previously attracted PEX applications. • Individual schools’ practices around internal exclusion (isolation) varies and we may still not be entirely measuring like for like. However, it is noteworthy that 2964 children were internally excluded in the Autumn term against only 1535 in the Spring term. Similarly, the number of children receiving multiple fixed-term exclusions (FTEs) reduced from 87 in the first term to 53 in the second. Whilst both FTEs and Isolation figures tend to be driven by a few students, some of whom might have attended The Bridge, The Bridge alone cannot directly account for this positive reduction. Aimee suggested that the more fundamental changes in collaborative practice and early identification of student disengagement led by the development of The Bridge could be the significant factor. • The financial sustainability of The Bridge is being monitored. Transport has emerged as a specific drain on the budget; options are being explored. • Representation from EP, Mental Health and DCC Inclusion on the management group has created a more cohesive/effective model for high need students to access provision. <p>Trustees thanked Aimee for her presentation and for championing Inclusion on behalf of the Trust. FM to arrange for Aimee’s presentation/handouts to be circulated with the minutes.</p>	FM
5.	<p>Committee Minutes –Committee Chairs highlighted key points of note:</p> <p><u>Performance & Standards (DH).</u> The minutes dated 16.01.2019 were noted.</p> <ul style="list-style-type: none"> • Measuring performance is made more complex by moving government targets. DH thanked JL for his insight in steering the Committee through these changes. 	

	<ul style="list-style-type: none"> • Whilst the Trust’s high expectations of individual schools’ performance remains unwavering, performance does need to be understood in context and across time, beyond yearly dips and rises in outcomes. MM noted that some Trust schools, such as St James and Isca, do tend to have greater variations in cohort profiles/results from year to year. • New inspection measures are likely to be introduced around student well-being and education in a wider sense. The P&S Committee will be considering how the Trust can prepare for these, as a complement to existing performance targets. <p><u>Audit, Finance & Resources (AW).</u> The minutes dated 23.01.19 and 13.03.19 were noted</p> <ul style="list-style-type: none"> • The Trust’s financial position is looking robust, with a healthy surplus being projected. • The greatest risk is linked to securing funding on estimates, without which the Trust would face a significant budget deficit next year. However, indications from the ESFA are that the Trust’s high growth rate will make it eligible for such funding. • The Trust finance team is small and heavily reliant on SP. An appointment is being made to support the Plymouth schools to increase capacity at a time of such rapid growth. <p>SS sought to reassure trustees that Newtown Primary are actively working on TWMAT’s recommendations. However, like all primary schools in the city, securing enough pupils to remain viable is an on-going issue.</p> <p>RJ noted that the location of primary schools no longer reflects the city’s demographics. MM confirmed that the Local Authority are mindful of this in re-targeting investment.</p> <p><u>Pay and Conditions (RB).</u> The Committee had voted today to replace the Executive Support Secondary role with a Deputy CEO post to build further capacity and resilience at Chief Executive level. As a slightly different role with additional responsibilities, due recruitment process will need to be followed through an internal advertisement. Trustees endorsed the decision. MM to proceed with recruitment.</p>	MM
6.	<p>Chief Executive Officer’s Report –MM identified key points of note:</p> <ul style="list-style-type: none"> • The Trust is projecting good exam results for the Summer, at the exception of one school, where a slight decline is expected, although Progress 8 scores will continue to be positive. The main challenge remains ‘spiky’ profiles, with results being influenced by cohorts. • Plymouth secondary schools are anticipated to achieve strong results. • Primary attainment data looks very promising for both Exeter and Plymouth schools. • St Luke’s are facing a challenging set of results as they prepare to join the Trust. • It is too early to be clear on Whipton Barton’s data, although the school is currently RI and support will be needed to improve academic standards. • Isca Academy and Exwick Heights have undergone Challenge Partners’ reviews. Isca Academy remain securely good despite disappointing results last year; Exwick Heights remain outstanding. • Marine Primary commissioned a pilot inspection under the new framework. The feedback was excellent and the school assessed as outstanding. • No Ofsted inspections are expected for Exeter schools this or next year. • The quality of staff appointments this year has been high, with the Trust’s growing reputation increasingly attracting candidates from further afield. <p>Discussions of the pressures around SEN provision and funding, together with trustees’ questions on the report, are included in Part B of the minutes.</p> <p>All thanked MM for her helpful summary and continued drive to improve standards.</p>	

7.	<p>Growth</p> <p>MM confirmed that all were still working to 1st September 2019 for St Luke’s academisation. Other key news around growth are reported in Part B of the minutes</p>	
8.	<p>Changes to Articles of Association</p> <p>As part of the academisation of St Luke’s school, the Trust is required to adopt Church of England minority articles. JM noted that the DfE’s agreement for St Luke’s articles to be merged with TWMAT’s had allowed for a speedier and smoother process. Further discussions are recorded in Part B of the minutes.</p> <p>The proposed changes to the Articles were approved. JM to finalise the document, for presentation to the April Members’ Meeting and the May SOGG Committee.</p>	JM
9.	<p>PFI Update</p> <p>With St Luke’s joining the Trust, TWMAT now has four of the six local PFI schools. The risk and costs linked to PFI have, therefore, become a priority. JM reported on progress against the three-stage strategy developed in consultation with David Johnson, PFI expert. This is reported in Part B of the minutes.</p>	
10.	<p>Governance Review –Feedback and Proposals</p> <ul style="list-style-type: none"> - ALH confirmed that all elements of the governance review had been approved bar Point 1b, where the AF&R Committee had voted to retain five meetings next year. - Revisions to the Scheme of Delegation were proposed to reflect the outcomes of the review. Further revisions linked to the academisation of St Luke’s will be submitted in July. - In addition to revisions to the Complaints Policy to reflect the outcomes of the governance review, a new Policy for Managing Serial and Unreasonable Complaints, based on DfE guidance, is proposed to give schools a more robust framework within which to manage the growing number of persistent complainants. Whilst these are relatively few overall, they are found to absorb a disproportionately large amount of school staff time. <p>Trustees approved the governance review outcomes report, revised scheme of delegation, revised Complaints Policy and new Policy for Managing Serial and Unreasonable Complaints. ALH/JM to finalise the documents.</p> <p>ALH confirmed that the next governance review would be initiated in the Summer.</p>	ALH/JM
11.	<p>2019-20 Schedule of Governance Meetings</p> <p>FM requested that trustees consider the proposed schedule of meeting dates and let her know, as soon as possible, if any might be problematic.</p> <p>RB encouraged trustees to continue to share their views about the frequency of meetings.</p>	Trustees
12.	<p>Academy Day Proposal -20th December 2019</p> <p>Trustees were in favour of MM’s proposal to grant an Academy Day in the run-up to Christmas for the second year. MM to communicate this to Headteachers.</p>	MM
Items for Information		
13.	<p>Winding up the Ted Wragg Trust</p> <p>With the Whipton Barton Federation joining TWMAT on 1st March 2019, the original Ted Wragg Trust has become a dormant company. To streamline administration, RB, SS and RJ, as remaining trustees of TWT, had today voted to wind up TWT. ALH will initiate the legal process.</p>	
14.	<p>Report from Working Groups</p> <p><u>Growth Working Group</u> (PB) –One meeting had been held so far to discuss the Steiner Academy, the outcomes of which were reported to the Board’s February extraordinary</p>	

	<p>meeting. A further meeting was planned next week to consider the Creative School brief and the implications of the Headteachers' Board decision, if available by then.</p> <p><u>PFI Working Group (AW)</u> –The benchmarking deadline will come around quickly and there is still much work to do. However, AW/RJ had felt reassured by Rachel Carter and David Johnson's joint expertise and the team's progress against the agreed strategy.</p>	
15.	<p>Strategic Risk Register</p> <p>MM highlighted new areas of risk for TWMAT, which are reported in Part B of the minutes. Trustees noted the revisions to the Strategic Risk Register.</p>	
16.	<p>Management Accounts</p> <p>SP noted key points for trustees' information, which are reported in Part B of the minutes. The accounts were approved by the Board and all thanked SP for her helpful report.</p>	
17.	<p>Communication for ESFA, March 2019</p> <p>In line with the Academies Financial Handbook, SP drew trustees' attention to the Trust's statutory responsibilities as outlined in Eileen Milner's letter dated 15th March 2019 and confirmed that all were being discharged. This was noted by the Board.</p>	
Any Other Business		
18.1	<p><u>Minutes of Extraordinary Board Meeting held on 11.02.2019.</u> Noted by all.</p>	
18.2	<p><u>BoardEffect Update</u> –The contract with Diligent has now been signed and roll-out will proceed, starting with training at the Trustee and Executive Away Day in June. FM will contact trustees after the Easter break to clarify hardware requirements.</p>	
18.3	<p><u>Away Day and Summer Conference</u> –Trustees were reminded of key dates:</p> <ul style="list-style-type: none"> • 12th June, Trustee and Executive Away day, 09:00-16:00, Exeter College Boardroom. RB reflected that much attention in recent years had been on quantitative growth and the away day's focus this year would shift to educational growth/pedagogical innovation, with a view to agreeing strategic goals for TWMAT becoming nationally recognised for the excellence of its schools in Exeter. All welcomed this suggestion. • 3rd July, Trust Summer Conference, 12:00-16:00, Exeter College Conference Suite. This will follow immediately after the Board of Trustees meeting, 10:00-12:00 (in the Boardroom). Bradley Simmons, Ofsted South West Director, will be presenting updates to the EIF. In addition, this year's event will include a workshop element. Chairs of LGB have been canvassed for topics and mental health has emerged as a main issue of interest. 	
Date of Next Meeting		
	<p>Wednesday 03 July 2019, 10:00-12:00, Exeter College Boardroom</p> <p>RM invited trustees to put forward any items they would wish to see discussed by the Board. The meeting closed at 18:45.</p>	

Signed by the Chair of the Committee:

Date: