

## Meeting Minutes Board of Trustees

**Wednesday 16 October 2019, Exeter College (Board Room)**

**In Attendance:**

Rob Bosworth – Chair (RB)  
 Lee Elliot Major (LE)  
 Elaine Hobson (EH)  
 Moira Marder (MM)  
 Andy Mulcock (AM)  
 Alex Walmsley –(AW)

Philip Bostock (PB)  
 David Hall (DH)  
 Richard Jacobs (RJ)  
 Beccy Mitchell (RM)  
 Sarah O’Meara (SO)

Alison Layton-Hill, Company Secretary (ALH)  
 Josie Medforth –Director of Operations (JM)  
 Melody Floyd - Clerk (MF)

John Lunn – Director of Performance (JL)  
 Sue Pym – Director of Finance (SP)

**Meeting Minutes**

Item Ref	Business	Action
1.	<p><b>Welcome, Apologies and Declarations of Interest</b></p> <p>RB welcomed everybody to the meeting. No apologies were received.</p> <p>There were no declarations of interest recorded.</p>	
2.	<p><b>Minutes of Previous meetings</b></p> <p>The minutes of the meeting held on 03.07.19 were approved as a full and accurate record.</p> <p>All actions were confirmed as completed.</p>	
3.	<p><b>Matters Arising / Chair’s Comments</b></p> <p><u>SW Regional MAT Conference</u></p> <p>RB updated on the SW Regional MAT Conference which he had attended with MM and members of SLT. The focus is currently on future proofing trusts in light of potential government changes. The white paper on the future of education had been circulated and it was felt that TWMAT is well positioned in terms of the suggestions within the paper. The key message was one of trying to change the narrative behind MATs to Education Trusts. This fits well with TWMAT.</p> <p>RB proposed a continued momentum from Trustees to move away from using the term “multi academy trust”. ALH will look at Ted Wragg as an Educational Trust within the new strategic plan going forwards. One sticking point was that Isca is still called Isca Academy however RB suggested that going forwards it should just be referred to as Isca.</p>	

	<p>AW queried if the name would need to be changed at Companies House. It was felt that this should remain the same, but that the name used would reflect the public perception of the Trust and its role.</p> <p>MM confirmed that TWMAT is a local values-driven Trust and it was positive that this was being recognised at a national level. Now is the time to redefine ourselves.</p> <p>RB noted how there is the need to step up on the profiling of the Trust. RB would welcome Trustee support with this. The reputation of TWMAT needs to be raised at various levels to ensure that opportunities are not missed. This will become ever more important as Trusts become civic structures in the future.</p> <p>SS noted the current precarious political situation and the importance of showing good practice. It may be beneficial for the Trust to meet with key political people in the future.</p> <p><u>School Visits</u> – RB and MF have been visiting Trust schools over the past few weeks. There were some common themes emerging – firstly that investment in a PR/Marketing role would be valued. Schools are getting busier and budgets tighter and Heads do not have time to deal with the press themselves. Schools would also benefit from some proactive targeted marketing. LGB Chairs were also receptive to this. MM is currently looking at the budgets to see what is possible.</p> <p>Secondly, now that Trust finances are stable and there is a reserve, some small amounts of investment is needed in schools for key areas. RJ noted that the targeting of investment was crucial and that investment in skills could bring the greatest reward.</p> <p><b>Action: RB to speak to AW to look at small amounts of investment into schools for key areas. MM to also speak to SP about the same.</b></p>	RB
4.	<p><b>Governance Appointments and Resignations</b></p> <p>Crispin Taylor – The Trustees ratified the appointment of CT to the Board following the satisfactory completion of statutory checks. CT has a CAMHS background and will be retiring as Head of CAMHS in November 2019. He is looking forward to working with TWMAT. CT will be the mental health lead trustee and RB noted that it will be good to have CT’s perspective.</p> <p>Patrick Sachon (CEC) – The Trustees approved the appointment of Patrick as Governor at Cranbrook Education Campus.</p> <p>Rosie Denham – it was noted that RD had formally resigned from the Board due to family commitments.</p> <p>RB reminded Trustees of the skills gaps within the current Board and noted that he would be looking to appoint another Education Expert to the Board of Trustees, particularly from a secondary background. It was noted that the current Board is strong and RB is not looking to expand any further.</p>	

## Monitoring

<p>5.</p>	<p><b>Review of 2018-19 GCSE Data</b></p> <p>JL provided a brief presentation on 2018-19 GCSE Data. The School KPI Dashboard was also reviewed. It was agreed that the three year average across Devon was looking positive overall.</p> <p>SO noted that St Luke’s had almost doubled their entry to Ebacc in the last year. JL confirmed that decisions had been made two-years ago to do so by making languages compulsory. However it was noted that at West Exe this was the opposite but that this was now coming back up. MM noted that this was also dependent on appointing the teachers to be able to deliver the language expectations. St Luke’s was very positive in this area.</p> <p>LE queried what the social intake at schools were and if there were any surprises. JL noted that the West Exe intake was now not vastly different to Torquay. It is a mixed intake. LE queried if there was any data specifically taking into account social background. JL confirmed that this was available. West Exe could potentially be in the Top 5 of South West schools for intake of children from a white working-class background. LE noted that it was also good to compare nationally as well as locally. RB noted that this data can also be compared on a Trust basis.</p> <p>DH queried what was emerging now that the new Ofsted framework had a reduction in emphasis on data. JL noted that, so far, there had been 12 inspections and that there was no notable reduction on the emphasis of data. JL confirmed that IDSR is still being used. There is however a large shift in curriculum, with a bigger tolerance between progress and outcome.</p> <p>AW spoke of his recent experience of a primary school having a monitoring visit from Ofsted under the new framework which included a long subjective discussion with the Chair of the LGB. This focussed on progression planning which is not currently an area that Governors are familiar with answering.</p> <p>RB noted the strength of the Trust in terms of the data available. West Exe had a brilliant year which should be celebrated. Whipton Barton and Isca need monitoring in terms of performance, and there are plans in place for this. AW asked if comfort could be drawn from the fact that KS1 at Whipton Barton is looking positive. JL noted that it was worth noting that the schools had previously operated as two schools and that 2019-20 is the last year of this effect. Caroline Neal is working with Whipton Barton one day per week to support Gary Read. SS noted the homogenous working class nature of Whipton Barton. RJ also noted the downwards trend at Isca.</p>	
<p>6.</p>	<p><b>Chief Executive Officer’s Report</b></p> <p>A full record of the discussion around MM’s report is recorded in Part B of the Minutes.</p>	

7.	<p><b>Growth Report</b></p> <p>The update on current Growth within the Trust was tabled under Item 12 – Update from the Growth Working Group.</p>	
8.	<p><b>Committee Minutes</b></p> <p><u>Performance and Standards</u></p> <p>DH outlined the key points arising from the meeting held on 18.09.19. The performance data had been reviewed in detail and this is an important focus of the committee.</p> <p>DH noted that the duties of the committee have expanded in the last two years and it was therefore recommended to rename the Performance and Standards Committee the “Education Committee” to reflect the changes in the remit of the Committee and changes within the Trust. <b>It was agreed to formally rename the Performance &amp; Standards Committee the Education Committee.</b> There will need to be associated changes to the terms of reference for the group.</p> <p>There are various considerations around the KPI’s for schools going forwards and fitting these into the new Ofsted framework.</p> <p><b>DH proposed enabling the Education Committee to develop a new evaluation framework for measuring school performance and to bring back to the Board for approval.</b> This was supported by the Board.</p> <p>MM noted the good practice currently within the Trust and the need for this to be consistent across all schools.</p> <p><u>Audit, Finance and Resources</u></p> <p>AW noted the Trust’s more stable financial position with budgets showing a surplus. The budgets for future years were showing in-year deficits, but there is more money coming into the system so there is a bit of flex although the exact amount is unclear.</p> <p>AW, MM and SP are meeting on 29.10.19 to look at the scope for low-cost, quick win add-ons for schools.</p> <p>A key risk factor is that SP will be moving into a Chief Accountant role for Exeter, so the Trust is currently recruiting for a new Director of Finance. This will mean a period of uncertainty. AW acknowledged SP’s contribution to the Trust.</p> <p>PFI remains a major issue, however strategic investment could mean a major change.</p> <p>AW also noted that there are currently excessive monitoring of Finances in the system which is adding to workload and the goalposts are changing for what is required.</p>	DH/ MM

Items for Approval		
9.	<p><b>Financial Report</b></p> <p>SP gave an update report on the Trust’s current financial position – a full record of this is recorded in Part B of the Minutes.</p> <p>RB noted that the Trust Annual Report had been circulated to Trustees and that SP would welcome feedback on this.</p> <p>RB reiterated the Trustees’ thanks to SP and expressed the Trust’s pleasure that she would be remaining with the Trust.</p>	
10.	<p><b>PFI De-scoping Project</b></p> <p>JM provided an update on the PFI De-Scoping Project. A full record of the discussion is recorded in Part B of the Minutes.</p>	
11.	<p><b>St Luke’s Bridge</b></p> <p>JM provided an update on the current position regarding the St Luke’s Footbridge as part of the Growth Working Group report for Item 12 of the Minutes.</p>	
Items for Information		
12.	<p><b>Reports from Working Groups</b></p> <p>The reports from the Growth and PFI Working Groups are recorded in full in Part B of the minutes.</p>	
13.	<p><b>Letter from Eileen Milner</b></p> <p>The letter was circulated to Trustees who need to be aware of the statutory requirements within outlined within the letter.</p>	

14.	<p><b>New Strategic Plan</b></p> <p>ALH gave an overview of the new Strategic Plan that has been developed following the Away Day. The plan incorporates strategic priorities with the delivery plan beneath the priorities. It was noted that this is an evolving plan. RB felt it was a good reflection of the current position.</p> <p>The need to ensure that the changes relating to the Education Committee are captured within the strategic plan was noted. It was felt that the plan already accurately reflected the work of the Group. <b>Action: ALH to update the Strategic Plan to reflect the changes relating to the Education Committee.</b></p> <p>PB noted that the new Member from the Diocese of Exeter, who will be joining the Trust on completion of the St Luke’s Academisation, should be mentioned in the Governance Structure. <b>Action: ALH to add Dean Jonathan Greener to the Trust Governance Structure once the Academisation of St Luke’s is finalised and his position is official.</b></p> <p>RB requested that any further feedback on the new Strategic Plan was passed to ALH. He also mentioned the possibility of launching the Strategic Plan at the Trust’s proposed summer Black-tie event.</p>	ALH  ALH
15.	<p><b>Strategic Risk Register</b></p> <p>ALH updated on the, mostly minor, updates to the Strategic Risk Register. The financial risk had reduced from 4 – 3 as the likelihood was lower. GDPR is a new risk due to the increased penalty and number of incidents.</p> <p>The creation of the marketing officer role needs to be noted. Also consideration should be given to the Creative School project being moved back on to the Risk Register.</p> <p>RB requested that any further feedback on the Risk Register be sent to ALH.</p>	
Part 2	<p><b>Update on Senior Structure (Trustees Only)</b></p> <p>The SLT Members left the meeting for this item. A full record of the discussion is recorded in Part B of the Minutes.</p>	
<b>Any Other Business</b>		
	<p><b>Any Other Business</b></p> <p>DH and RB have undertaken MM’s performance review which will be signed off.</p> <p>The next Pay &amp; Standards Committee meeting is on 21 November 2019. It was noted that all senior post holder salaries are benchmarked using regional and national benchmarks which are formulated on size and scale of the Trust.</p> <p><b>Date of next meeting:</b> Wednesday 4 December 2019, 4.30pm, Exeter College (Board Room)</p> <p>The meeting closed at 18:40</p>	

**Signed by the Chair of the Board:**

A handwritten signature in black ink, consisting of several overlapping loops and lines, positioned below the text 'Signed by the Chair of the Board:'.

**Date: 04.12.19**