

Board of Trustees/Directors
Meeting minutes
Monday 30th March 2026
4.00pm

Held in person at Landscope School House with some online participation via Microsoft 'Teams'.

Attendance: Cheryl Mathieson (Chair) Rachael Sharpe (CEO)
 Paul Waterworth (PW) Kate Evans (KE) (**online**)
 Dominic Course (DC) (**online**) Graeme Scott (GS) (**online**)
 Ben Thorne (BT) (**online**) Jill Larcombe (JL) (**online**)
 Christine Cottle (CC) Alwyn Harries (AH)
 Tom Parkin (TP) (**online**)

Officers in Attendance: Matt Matthew (MM), Charlotte Roe (GP)

Minutes: Nicol Bush- Clerk to the Trust

No	Item	ACTION
1.	<p>Welcome and apologies The Chair opened the meeting with a welcome to Trustees, particularly to Tom Parkin and Alwyn Harries- the new Foundation Trustees. The Chair invited Trustees to introduce themselves and their roles. Apologies were received and accepted from MT.</p>	
2.	<p>Reflection – Vision and Values- “Flourishing schools for all at the heart of our communities” The Chair reaffirmed the Trust’s vision and values and reminded members that all discussions during the meeting were expected to remain aligned with them.</p>	
3.	<p>Declarations of interest</p> <ul style="list-style-type: none"> • Dominic Course is Chair of Governors at South Dartmoor Community College and a Director of DACORS Ltd. • Graeme Scott is an employee and Executive Chairperson for educational software company, The Mario Framework. • Kate Evans is Director for Education of The Good Shepherd MAT and Governor at Boscastle County Primary School. • Paul Waterworth is Director of Gerrard Stuart Financial Services Ltd • Jill Larcombe is a Clerk to the DAG, Clerk to two federations, and a governor at Castle Primary School. 	
4.	<p>Any other business There was no other business brought to the meeting.</p>	
5.	<p>Approval of meeting minutes from 9th February 2026 Trustees to review the Minutes in advance and raise any factual inaccuracies For formal approval:</p> <ul style="list-style-type: none"> • Part I minutes of the meeting: These minutes were approved as a true record and were signed accordingly. • Part II minutes of the meeting: These minutes were circulated separately in advance of the meeting and were approved as a true record and signed accordingly. 	
6.	<p>Matters arising from 9th February 2026 not on the agenda</p> <ul style="list-style-type: none"> • 6.6.1 Update to be given by the DCEO, the Chair and the GP on the outcome of the discussion with the Bearnas Foundation Member- An update was provided regarding the Bearnas Education Foundation. It was 	

	<p>noted that, following the previous meeting, there had been an intention to contact the Bearness Foundation member to advise him on the process for identifying and appointing trustees. This had not yet been completed due to time constraints. It was agreed that the matter would be followed up after Easter, and that the DCEO, Chair and GP would discuss how best to support and signpost the Foundation member.</p> <p>6.8.1 The CEO to update the Trustees on the outcome of the meeting with Ted Wragg Trust regarding working together to support alternative provision- The CEO updated the meeting on work relating to East Devon, it was noted that a number of schools in the region were experiencing ongoing challenges, including schools within several trusts.</p> <p>The CEO reported that trusts including Ted Wragg and First Federation were exploring a collaborative place-based approach to support the local community, focusing on a cradle to career model. This work aimed to address high levels of deprivation, limited access to external services, and wider community challenges. The CEO advised that a recent meeting had taken place to consider next steps, led by the CEO of Ted Wragg Trust, and that further actions were awaited.</p>	
7.	<p>Trust Risk Register</p> <p>7.1 Meeting to consider the risk categories highlighted for Board review with scrutiny of any amber or red risks to ensure they are discussed within the meeting.</p> <p>7.2 Trustees to consider any Risk Register issues from Committee meetings</p> <p>The Chair explained that the Trust risk register covered the whole Trust and consolidated risks from all committee Risk Registers. She noted that the register contained a large number of risk categories and that most risks were currently rated amber. Finance and pupil recruitment were rated red.</p> <p>The Chair confirmed that the key red risks would be discussed during the meeting and that many of the other risks would also be covered through agenda items.</p> <p>There were no questions raised on the Risk Register.</p> <p>It was noted that the meeting would revisit the risk register at the end of the agenda to review the risk ratings.</p>	
8.	<p>Chief Executive Officer's Report (Circulated to Trustees before the meeting)</p> <p>The CEO gave the following developments since circulation of the report.</p> <ul style="list-style-type: none"> • An update was provided on next steps relating to Trust demographics and early years provision at Wolborough school. It was reported that work was underway to develop year-round pre-school provision to support pupil growth and benefit the local community. Recruitment to the pre-school manager role had been challenging, with no formal applications received to date, although interest had increased and conversations were ongoing. • It was noted that early year's practice at Wolborough had improved, supported by clearer leadership and guidance from KY (at Bearness), resulting in a more coherent vision and improved staff confidence. • An update was also provided on Key Stage 2 maths data. Further analysis showed a slightly improving overall picture with several pupils narrowly missing the expected standard, The maths lead was working with schools to identify targeted actions. Improved data transparency and Academy Head ownership of predictions were highlighted as key next steps, supported by the new MIS (management information system) <p><i>Trustees asked whether, in light of the variation between reading, writing and maths outcomes, a different methodology should be considered when setting targets for 2027, and whether more aspirational targets might drive further improvements in practice and outcomes.</i></p> <p>The CEO said that raising aspiration across the Trust was a priority. She explained that she had been using ambitions set out in the government White Paper to challenge expectations and encourage targets that were more aspirational rather than based solely on predictions. Recent national guidance focused on improving Key Stage 2 outcomes and reducing the disadvantage gap, and this would inform future target setting.</p> <p>The CEO confirmed that targets would be reviewed in the summer term and that the introduction of the new MIS, would enable more collaborative, analytical discussions with Academy Heads.</p>	

	<p><i>Trustees raised a request relating to pupil premium data within the population statistics section of the report. They referred to information previously shared at the Standards and Curriculum Committee, which broke down the pupil premium cohort to show how many pupils were disadvantaged only and how many also had special educational needs. Trustees said this breakdown was particularly useful and asked whether it could be shared more widely with Trustees.</i></p> <p>The CEO confirmed that the information referenced had been included in the DoI's report and had been provided by the DoSI. She explained that this level of detail would not be readily available for the summer term reporting cycle but would be accessible once the new MIS was in place. In the meantime, it was agreed that Trustees would continue to use the data currently provided by the DoSI.</p>	
9.	<p>Deficit Recovery Plan Part II was taken 9.1 Trustees to review the Deficit Recovery Plan in advance and to raise any questions. 9.2 Trustees to receive an update on the progress of the business plan from the CEO/DCEO</p>	
10.	<p>Trust Growth Part II was taken 10.1 Woodbury Management Partnership – The CEO to update the meeting on the progress and any developments of this partnership. 10.2 Part II – School Updates</p>	
11.	<p>11.1 Audit Committee- 6th March 2026 The Chair of the Audit Committee highlighted the national benchmarking report received from the external auditors, Bishop Fleming which Trustees had received, alongside a personalised Trust level report setting out key performance indicators compared with national averages. The report showed the Trust performed well across most measures; however, it identified a significant outlier in the pupil to teacher ratio. The Trust average was approximately 13.5 pupils per teacher compared with a national average of around 20.5, resulting in over 80% of expenditure being allocated to staffing. It was acknowledged that the current staffing structure was however quite lean.</p> <p>Part II was taken 11.2 Internal Audit – Confirmation from DCEO on the internal audit timetable. The DCEO reported that the internal audit programme with Westcott's had now been agreed and confirmed. Two audits were scheduled to take place in May. He explained that the audits had been moved from the first half of the summer term to the second half due to the volume of other work underway. One of the planned audits would focus on financial sustainability and the other on capital strategy.</p>	<p>Part II action-CEO</p>
12.	<p>Finance & General Purposes Committee- 20th March 2026 The Chair of the F&GP committee gave an overview of the meeting on 20th March 2026. Most of the items had been discussed earlier, under items 8 and 9 of the agenda. There were no further questions raised.</p>	
13.	<p>13.1 Remuneration and People Committee 20th March 2026 13.2 Staff Wellbeing – The Committee Chair to update the Trustees on Staff Wellbeing The Chair of the Remuneration and People Committee shared that the committee had reviewed progress against the workforce action plan arising from the Trust evaluation and noted positive progress. Improvements included more role specific induction documentation, the introduction of a Trust culture module, and updated recruitment materials aligned to the Trust vision and values.</p> <p>The Chair shared that the HROM was working with PH through the Diocesan Flourishing Schools Partnership to review and strengthen recruitment and human resources processes. The next phase of the action plan would focus on developing a more reflective appraisal system, encouraging greater staff ownership of professional development.</p> <p>The Chair raised that staff wellbeing was also discussed. Feedback from Local Advisory Committees at their last meetings indicated improvement from the previous meetings, although some uncertainty remained following the restructure. This was considered a natural response to change. Academy Heads meetings would include sharing best practice on wellbeing and positive culture, and the committee would continue to monitor this area. There were no questions raised.</p>	
14.	<p>Standards & Curriculum Committee- 24th March 2026</p>	

	<p>The Chair of the S&C committee reported that the meeting had reviewed Trust wide safeguarding analysis, SEND data, provision for disadvantaged pupils, Y6 outcomes, and phonics data. There were no questions asked.</p> <p>14.1 Local Advisory Committees</p> <p>The Chair of the S&C committee shared that feedback from Local Advisory Committees had raised some concerns around staffing wellbeing and pupil premium provision, although many of these points had since been addressed. Attendance data had been reviewed, and while further improvement was needed, some positive upward trends in outcomes were noted.</p>	
15.	<p>Governance</p> <p>15.1 Update of changes or appointments of Trustees and Governors. Trustees to identify a possible Estate Trustee and IT Trustee.</p> <p>It was formally noted that AH's (Trustee) application had been approved by Eden and the YMCA as a foundation members, and he had now been officially appointed as a Foundation Trustee. It was further confirmed that AH would act as the Diocesan Liaison Trustee going forward.</p> <p>The Board was advised that the Foundation Trustee positions were now fully appointed. However, there remained vacancies for Non-Foundation Trustees. It was agreed that recruitment would continue, with particular focus on individuals with experience in estates and information technology. Trustees were invited to share any potential leads or recommendations.</p> <p>15.2 LAC Committee structure update</p> <p>The GP provided an update on the LAC structure; she said that arrangements were currently stable and that there were no significant changes to note.</p> <p>15.3 Local Advisory Committees survey update</p> <p>The GP reported on the recent governance survey, noting that the response rate had been low despite multiple reminders. She explained that feedback suggested the survey may have been too broad, and consideration would be given to refining future surveys, potentially focusing more clearly on key areas.</p> <p>Discussion took place around possible areas of focus, including communication and engagement between Local Advisory Committees and the Trust Board. It was noted that while communication did take place, it was not always as consistent or detailed as desired.</p> <p>It was also noted that Local Advisory Committee members valued direct engagement with senior leaders, which had helped strengthen understanding and confidence. Ongoing work to clarify governance roles and expectations was discussed, and it was agreed that further reflection would take place on how best to gather meaningful feedback in future.</p> <p>15.4 Outcome of Parents' Survey</p> <p>The CEO provided an overview of the recent parent survey, which had been issued to all parents across the Trust. The survey was based largely on Ofsted questions, with some additional Trust specific questions included. A total of 455 responses were received, and overall feedback was predominantly positive.</p> <p>Key themes emerging from the responses included SEND support, behaviour, and bullying. It was also noted that some parents felt there were fewer opportunities available than in the past.</p> <p>The CEO advised that the data had not yet been analysed in depth due to the timing of receipt. She had begun drafting a response to parents summarising the feedback and outlining next steps and asked whether this should be issued on behalf of the Trust Board. It was agreed that the draft would be developed further and shared after Easter, setting out what parents had said and how the Trust would respond.</p> <p>15.5 Update on Governance Action Plan</p> <p>The Chair updated the meeting that the Governance Action Plan was the final plan required following the Trust evaluation. She reported that a draft plan had been produced by the GP and herself and shared with Trustees as a first draft for review. Some actions had already been completed and were marked green, despite the plan not previously being formalised.</p> <p>Trustees were asked to review the draft and provide feedback, particularly on whether the proposed actions were realistic and achievable. The Chair highlighted that the plan was intended to be a collaborative document and open to refinement.</p> <p>It was suggested that responsibility for individual actions should be clearly assigned, with named Trustees identified to lead or report on specific actions rather than the</p>	

	plan sitting solely with the Governance Professional. This was agreed and would be incorporated to ensure accountability and effective monitoring.	
16.	<p>External Inspections Trustees to receive and review any recent inspection reports and discuss the outcomes, key risks and actions required.</p> <p>16.1 Ofsted: Cheriton Bishop (DRAFT report) The Chair confirmed that the final inspection report had now been received. It was noted that the report had been in draft form when the agenda was circulated but was now finalised and ready to be shared. The Chair said the report had been very positive and was recognised as the Trust’s first inspection outcome under the new framework. <i>Trustees commented that the report was encouraging and asked whether there were any key learning points for other schools approaching inspection under the new framework.</i> In response, the CEO said that inclusion outcomes across the Trust had been reviewed following the inspection and were now largely judged as meeting the expected standard, which was a positive shift. She highlighted that achievement remained a key area of focus, as schools not achieving age related expectations were less likely to be judged strongly in this area.</p> <p>16.2 SIAMS:</p> <ul style="list-style-type: none"> • Morchard Bishop C of E Primary School • Landscope C of E Primary School (final report) • Branscombe C of E Primary School (final report) • Broadhembury C of E Primary School (final report) • Summary of SIAMS status for CofE schools <p>The Chair reported that a draft SIAMS report had been received for one school and was described as very positive, particularly in relation to pupil wellbeing, school culture and how pupils felt within the school community. Final SIAMS reports for Landscope, Branscombe and Broadhembury were also shared, all of which were positive. Landscope had been highlighted as especially strong, with its website, report and documentation being used by the Diocese as examples of best practice. It was noted that these inspections completed the SIAMS cycle for the current year, allowing time during the summer term to support leadership transitions and prepare schools in the next inspection window.</p>	
17.	<p>Safeguarding</p> <p>17.1 GS to update the meeting on any strategic Safeguarding issues – Safeguarding Audit Action Plan from S&C attached</p> <p>17.2 CEO to highlight any specific matters to note.</p> <p>GS noted that the next Trust wide data update would take place after the Easter break and would be shared with Trustees at the May meeting. He reported that work was ongoing around cyber safety, which was being reviewed through a more critical lens. He highlighted upcoming statutory requirements, including mandatory allergy training and school wide allergy policies due to come into force from September 2026. GS also confirmed that the Staff Safe module linked to CPOMS had been implemented across schools to strengthen the recording and monitoring of staff related safeguarding matters, with further work planned to align this with the new management information system. Preparation for the new relationships, sex and health education curriculum was also underway.</p>	
18.	<p>Health and Safety</p> <p>The CEO said that a health and safety claim had been received relating to a pupil injury. She reported that an investigation had been carried out at the time of the incident and that appropriate actions had been put in place. She confirmed that she was satisfied with the response and noted that the formal claim had only been received that day.</p>	
19.	<p>Sustainability</p> <p>The DCEO shared that there had been no further update following the previous discussion with Climate Ambassadors, who had expressed interest in using the Trust as a case study to showcase climate action work. He confirmed that the Trust had offered support, but no further contact had been received. The DCEO advised that, by the end of the summer term, the intention was to produce a summary report marking the first year of schools implementing their climate action</p>	

	plans. This would outline activity undertaken and assess where impact had been achieved.	
20.	<p>Policies for approval The following policies have been reviewed by the Committees and updated and were presented for approval:</p> <p>20.1 Standards & Curriculum Committee</p> <ul style="list-style-type: none"> • Parents' Code of Conduct- This policy was approved by the Trustees. • Online Safety Policy – It was confirmed that this policy was sent by the GP following BoT (030226) and approved by Trustees via email. • First Aid Policy - It was confirmed that this policy was sent by the GP following BoT (030226) and approved by Trustees via email. <p>20.2 Admissions Committee</p> <ul style="list-style-type: none"> • No policies for approval <p>20.3 Finance & General Purposes Committee</p> <ul style="list-style-type: none"> • No policies for approval <p>20.4 Remuneration and People Committee</p> <ul style="list-style-type: none"> • Grievance Policy- This policy was approved by the Trustees. • Disciplinary Policy-This policy was approved by the Trustees. • Statement of Procedures Policy- This policy was approved by the Trustees. <p>20.5 Audit Committee</p> <ul style="list-style-type: none"> • Premises Management Documents- This policy was approved by the Trustees. <p>20.6 Full Board Policies</p> <ul style="list-style-type: none"> • No policies for approval 	
21.	<p>Review of RAG ratings Trustees reviewed recent changes made to the Risk Register by committees. It was noted that the people risk had been amended at the Remuneration & People Committee, with the likelihood adjusted to reflect succession planning and the introduction of challenge partners. The Standards and Curriculum Committee had also made a short-term adjustment to reflect reduced capacity over the summer term following staff departures agreed as part of the restructure. This was expected to be temporary while the new team was appointed and inducted. It was agreed that the current red ratings for finance and pupil recruitment remained appropriate. No changes were proposed to other ratings.</p>	
22.	<p>Evaluation of governance impact The Chair reflected that the Board had fulfilled its responsibilities, noting that discussions had remained focused on pupils and schools and that decisions had been made collaboratively. It was agreed that the meeting objectives had been met effectively.</p>	

The meeting ended at 5.46pm

Signed by the Chair of the Committee.....on 18th May 2026.