

This meeting was attended either in person at Landscope School House, or online via 'Teams', as indicated below

Present:

Cheryl Mathieson (CM) (Chair) – in person Nicky Dunford (CEO) – in person Fiona Walters (FW) – in person Kate Evans (KE) - online Graeme Scott (GS) - online	Sarah Cox (SC) - online Paul Waterworth (PW) – in person Christopher Norman (CN) – in person Dominic Course (DC) – in person Ben Thorne (BT) - online
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In attendance: Matt Matthew (DCEO) – in person
 Elaine Clarke (Clerk) - online

No	Item	Action
1.	Welcome and apologies The Chair welcomed all trustees and those in attendance. DC sent apologies in advance of late arrival – sanctioned.	
2.	Declarations of interest The CEO is a Trustee for the Bearnes Education Foundation. Dominic Course is Chair of Governors at South Dartmoor Community College and a Director of DACORS Ltd. Fiona Walters is a director of Devon Opera Ltd and of LCP Harlesden Ltd, and a Trustee of Devon Opera. Sarah Cox is Shareholder of S Cox & Co Ltd, Shareholder of Naked Sprout, Trustee of The Fryer Welfare Trust and The Fryer Recreational Trust, Trustee of Drake's School PTFA. Graeme Scott is an employee and Executive Chairperson for educational software company, The Mario Framework. Chris Norman is Director of CANE Properties Ltd. Kate Evans is Director for Education of The Good Shepherd MAT. Ben Thorne is Director and Trustee at Tor Bridge Academy Trust.	
3.	Any other business None notified.	
4.	Approval of meeting minutes The minutes of the meeting T37 22 23 May 2022 were approved .	
5.	Matters arising from 23 May 2022 not on the agenda	
5.1	Item 7. Audit Committee – Bishop Fleming (BF) Benchmarking Report DC to go back to BF for further clarification and scrutiny over low level of staff salaries indicated in the report. DC was not in attendance at this point - see item 7.	
5.2	Item 16.11 Data Protection Policy See item 16.4	
5.3	Item 16.21 Equality Statement See item 16.2.1	
6.	Chief Executive Officer's Report The Chair thanked the CEO for her report. The CEO did not wish to highlight any issues from the report and went on to take questions and comments from the trustees as follows: (DC joined the meeting at this point at 16.03)	

Q – Regarding EYFS outcomes at Bearness – it is noted that these are the second best within the MAT, however other outcomes are very low. What are the reflections on that and can best practice be shared across the school?

A – The CEO advised she has met with the EIT as she was generally disappointed with the Bearness outcomes. Some reasons were given, that she has allowed but as a result she has now asked for an analysis of the headline data for each school, following a series of questions, and case studies if results vary widely from predicted. An action plan has already been produced for Bearness and the EIT will be supporting the school in more depth however there are concerns the outcomes may trigger an Ofsted inspection. The CEO reported that Tom Stacey, a former AH of Bearness has been recruited – now returning from abroad – who is very much in tune with the significant needs of the families and pupils attending Bearness.

It was suggested by trustees that the effect of Covid, with less opportunity for Bearness families to make use of online learning, may have had an effect on the outcomes, however the CEO countered that highly experienced staff and additional support had been put into Bearness so this should not be a reason. She acknowledged there was a lot of work to be done and on which she was already focussed.

Trustees agreed that continued discussion of the data and outcomes should take place at the next Standards & Curriculum committee, which will allow the CEO time to gain a deeper understanding around each school.

The CEO also advised that progress data is not expected until the Autumn term and she would like to look at progress alongside attainment, which may be more positive.

Q – An observation was made on action plans by a trustee citing the example of the SEND Action Plan within the meeting documents. Regarding the success criteria it was suggested that this should focus more on impact on pupils – for example what we are expecting to see in terms of raised standards in SEN pupils and how we would assess this. At present the focus is more on staff training / staff confidence levels.

A – The CEO responded that in terms of SEND, the SEND/Safeguarding Lead role currently held by Alex Waterman (AW) would be split in September. AW would remain as Safeguarding Lead, with SEND becoming a big focus for next term with increased resources to be put into the provision and monitoring of SEND across Trust schools.

Q – Regarding the struggle to fill senior teaching positions noted in the report – the influence of a good senior teacher on a small school is huge – are we being creative in trying to fill these roles?

A – The CEO responded that several means have been tried to attract experienced senior teachers including head hunting and word of mouth, and advertising locally, nationally in the press and through online platforms. Some interviews are taking place and appointments made however we are still not attracting as many good candidates as we would hope to.

Q – Regarding staff leaving – from the exit surveys the main reason given is ‘for personal reasons’ – are there any specific concerns or is this a wide range of causes?

A – The Chair responded as part of her role has been to carry out exit interviews and it was apparent people were reassessing their lives due to Covid and the current economy. She advised that reasons included cost of travel to the workplace, preferences for working from home post Covid, setting up own businesses, going on to further training and work related stress around SEND provision.

Q – Regarding data related to greater depth figures – where would we normally target to beat those and where do we sit nationally?

A – The CEO advised that she has no real concerns about where the Trust sits in greater depth figures in Key Stage 1. She advised that greater depth judgements needed to be made very carefully to ensure very academic children were correctly identified, as some children, particularly girls, will work very hard in Key Stage 1 and

	<p>appear to do very well, but are not able to sustain this. Regarding Key Stage 2 she felt this is one area where Covid has affected very academic children.</p> <p>Q – Are teacher expectations for greater depth accurate – do teachers know what greater depth looks like? From experience in another Trust, moderation challenged teacher judgements because there was not enough evidence of greater depth across all subjects.</p> <p>A – The CEO advised that Lizzie Lethbridge does work with teachers on moderation of greater depth and there were children achieving greater depth, however felt this year the focus has been to get all children to Age Related Expectation (ARE). The focus on greater depth will be stronger going forward.</p> <p>Prior to concluding this agenda item the Chair updated the trustees on issues surrounding the rebuilding project at Diptford, referred to in the Finance section of the report. A group of parents have expressed concerns about the apparent lack of progress and further plans to manage within the existing habitable buildings. From the minutes of the extraordinary meetings about the reserves they are aware that a sum has been ringfenced for the project, should funding bids fail. A letter may come to trustees from the group. The CEO advised that she has recently written to Diptford parents to update them on the progress of funding applications, however the parent group would prefer the work to begin immediately using the ringfenced sum. The DCEO advised that he is in the process of making an urgent capital support application to the DfE in respect of the Diptford rebuilding project. A local MP is visiting the site with the DCEO next week in order to view the extent of the work required and lobby Parliament. Bailey Partnership are also ready to proceed with the work as soon as funding is secured.</p> <p>Trustees agreed the various applications, bids and other efforts to secure external funding towards the Diptford rebuild should be exhausted prior to committing the financial reserves and obtaining external funding for this project would be the best financial outcome to the Trust as a whole, allowing reserves to go further.</p>	
7.	<p>Audit Committee</p> <p>There having been no prior Audit Committee meeting/minutes, DC, as committee chair noted the following:</p> <ul style="list-style-type: none"> • Matters arising item 5.1 A meeting with Bishop Fleming had been delayed so there was nothing yet to report on the intended action. • Griffin Annual Internal Audit Report The report has been received - there are only minor administrative matters outstanding and action is being taken on these points. The report was available on SharePoint prior to the meeting. 	
8.	<p>Finance & General Purposes Committee Minutes of F&GP 4 22 01.07.2022</p> <p>As committee chair, BT highlighted the following from the minutes:</p> <ul style="list-style-type: none"> • In-year budget forecast The predicted in-year forecast is better than budgeted at around a £311K surplus, mostly due to additional in year funding rather than cost cutting. Angela Hughes started in the new position of Finance Manager (FM) at the end of May and is working with the new finance software to produce more accurate forecasts throughout the year to better inform the committee. • Budget Plan for the next one to three years The DCEO and the FM gave a presentation at the committee covering budgets set for individual Trust schools and for the Trust as a whole. The budget plan was available on SharePoint prior to the meeting. Key numbers affecting the budget include pupil numbers, government funding per pupil, staffing profiles and staff pay rises. Sensible assumptions based on those being used by the 	

	<p>Association of School and College Leaders have been used to predict pay rises. Minor updates only are expected to the end of the year. Prudent budgets have been set and the plan shows a surplus budget for year one, less so for years two and three however the latter two years are always difficult to predict. The DCEO advised that going forward the biggest risk to the budget would be lack of government funding towards staff pay rises – no indications have yet been received about this.</p> <p>The trustees approved the three year budget plan.</p> <p>Q – Re schools of financial concern indicated in the budget, what reassurances are there that efforts and plans are being made to keep them financially viable and open particularly in the face of measures such as longer school hours and complete wrap around care provided by a main competition school?</p> <p>A – The CEO advised that the Trust are certainly not looking at closing any school. In one case the school has gone down to two classes to improve financial viability and it is successful at that level. She assured the trustees that the Trust was constantly looking at actions that could improve uptake of places and would look at the wrap around care. She advised that she is working with academy heads (AHs) on improving pre-school provision across the Trust as a means of increasing intake.</p> <p>Trustees also suggested that some analysis, for example through a simple survey of what existing and potential parents are looking for from Trust schools, should be carried out. Within the Trust area there are also a number of new local community developments which could be targeted and which are a potential market place for our schools.</p>	
9.	<p>Remuneration Committee Minutes of R 2 01.07.2022</p> <p>The Chair advised that the minutes of the meeting were circulated to trustees prior to the meeting.</p> <p>The DCEO left the meeting.</p> <p>The meeting moved into Part II</p> <p>The meeting moved back into of Part I.</p> <p>The DCEO returned to the meeting.</p>	
10. 10.1	<p>Standards & Curriculum Committee Minutes of S&C 3 22 15.06.2022</p> <p>As committee chair, KE highlighted the following from the minutes:</p> <ul style="list-style-type: none"> • Committee meeting themes and developments These were discussed with Jackie Eason, the National Leader of Governance (NLG) during the recent NLG review of Trust governance and many have appeared as part of the resultant action plan. It is intended that the new agenda theme cycle will align with the Local Board (LB) visit themes and working parties. The committee will be holding both the Trust and the schools to account for statutory themes and also themes from the Strategic Plan. Disadvantaged impact will also be considered within each theme as it is a specific focus within the Trust Improvement Plan for next year. • Impact of the Trust Improvement Plan Also arising from the review by Jackie Eason, the committee needs to hold schools and the Executive Improvement Team (EIT) to account more closely for the impact of the improvement plans. The plans need to demonstrate how 	

10.2	<p>they are positively impacting on pupil outcomes, academic or otherwise – and should not just be action plans for staff.</p> <ul style="list-style-type: none"> • School on a page / MAT on a page data dashboards A model is under development to inform and support the work of the S&C committee and other committees as required. <p>Local Boards KE highlighted the following from the meeting:</p> <ul style="list-style-type: none"> • Communication / Clarification of Roles A recent working party, a planned Scheme of Delegation review and a governance handbook being compiled by GS are addressing issues around communication between the levels of governance and clarification of roles within governance. <p>KE concluded by advising on discussions with LB chairs regarding their roles within the committee, LB reporting to the committee, and how ‘quality assuring’ schools worked between the governor visits and the EIT. She also advised that she appreciated the astute observations, energy, and local in-depth knowledge of schools brought to the meetings by the LB chairs.</p>	
11.	<p>Strategic Plan The Chair advised that the Board is now looking at the plan for 2022 to 2023 and urged trustees to engage with the DCEO to set up their portfolio objectives for the year. The DCEO confirmed he has now spoken to or emailed most trustees requiring help with their planning and is still available to meet one to one with anyone else wishing to do so.</p>	Trustees
12.	<p>Safeguarding The CEO apologised for the late circulation of an updated safeguarding incident grid, produced by AW, just prior to the meeting - however is unsure of the value of the grids in providing a good picture without a commentary and analysis alongside. She is also aware that the reporting of incidents is inconsistent across the individual schools. This is something she will be looking at when the EIT is expanded to include the Safeguarding and SEND leads as individual roles, with each then having more capacity.</p> <p>Trustees responded that they felt a much more detailed report for safeguarding is required as it is one of the trustees’ statutory duties to monitor this area. It was also felt that a quality assurance check on the information coming back from schools was required and an assurance that the right reporting processes were being used. KE is to share an example of a trustee report on safeguarding with the Chair, CEO and GS as a model that may be a fit for the Trust.</p> <p>GS, as Safeguarding Trustee, advised that he has talked to AW and it is intended that by September there will be a clear flow chart of the process of reporting incidents. As well as informing trustees, this should also help to ensure the consistency of levels of reporting from the schools.</p> <p>The Chair fed back from CST Safeguarding training that she has recently attended which included information on social media searches during the staff recruitment process, and trustee safeguarding training.</p>	KE
13.	<p>Health and Safety No issues to report.</p>	
14.	<p>Trust Risk Register</p>	

	<p>DC reported that the Every system is working well – risks overdue for review can now be clearly seen.</p> <p>The DCEO advised that risk owners needed to go into the system on a regular basis to review and update their risks. All risks are now listed, having been substantially streamlined and allocated to strategic plan portfolio holders and committees as appropriate. A list of risks allocated will be sent out to trustees. The DCEO offered one to one meetings to trustees combining the strategic plan portfolio and risk ownership.</p> <p>DC commented that trustees were still being copied into lists of individual schools' overdue operational risks, by email. While acknowledging these were not generally of concern to the trustees, he raised the concern that some were showing fire procedures as outstanding. The DCEO advised that these were being monitored and chased up by Claire Slee the Health and Safety Coordinator.</p> <p>Trustees requested the DCEO produce a detailed guide as to how to use the Every system. Risk allocations also to be noted in the guide. Although a generic instruction webinar was available, trustees felt this did not adequately provide the specific information required for trustees to review and update the risks.</p>	DCEO
15. 15.1	<p>Governance</p> <p>Undertaking to the Exeter Diocesan Board of Education and Site Trustees Forms</p> <p>The Chair advised that trustees and local board governors are required by the Diocese to sign this form. The requirement has always been within the Articles however the forms have not been completed until now. The Clerk explained that the Diocese requires all trustees and governors to sign despite their personal religious beliefs because as trustees or governors, their remit covers all schools within the Trust, or LB hub, and at least one school in each LB hub is a Foundation school. The question was raised as to what would happen should a trustee or governor decline to sign. The Clerk reported Diocese has advised that should this be the case, it would have to be considered whether the individual should be a trustee or governor. There being no model form, trustees approved the wording on the form provided by Debbie King, the Diocese Education Administrator.</p> <p>Clerk to arrange with Sue Howard for the form to be distributed via DocuSign for signature.</p>	Clerk
15.2	<p>National Governance Association External Review of Governance – Update</p> <p>The Chair reported that the report and action plan have been received and were circulated to trustees prior to the meeting. Jackie Eason the NLG has assured the Trust that it is a good report. Some of the actions mentioned had already been identified and were being worked on by the Trust which Jackie has acknowledged. The Chair and CEO will hold a follow up meeting in November with Jackie to review progress on the action plan. Until then, the Chair and CEO will continue to work on the action plan and may need to call on other trustees to assist with particular actions. The Chair thanked the trustees for giving their time during the review.</p>	
15.3	<p>Chair and Vice Chair of Board of Trustees for 2022/23 - Nomination Forms</p> <p>It was noted that these have been circulated by the Clerk. All Trustees are requested to return their forms to the Clerk, if not already done so, by end of work-day, 15 July 2022.</p>	
15.4	<p>Local Board Governors</p> <p>The Chair advised the following resignations:</p> <p>Moorland:</p> <p>Holly Edgington – Staff Governor at Moretonhampstead, now acting head at Diptford</p>	

	<p>Totnes: Kizzy Kemp-Gee – Parent Governor at Harbertonford</p> <p>Woodleigh: Elaine Clark – Community Governor. Elaine had been a governor for a long time and felt it was the right time to step down to allow new people to become part of the team.</p> <p>The meeting moved into Part II.</p> <p>The meeting moved back into Part I.</p> <p>The Chair advised the on following appointments for approval:</p> <p>Moorland: Chloe Schwab – Parent Governor at Widecombe Oliver Heathman – Parent Governor at Ilsington</p> <p>The CEO assured the trustees that Sue Howard had completed all recruitment checks however trustees declined to approve these appointments until further information was provided to them about the candidates, including their motivation for standing as governors. Clerk to contact the local board to provide further information. CEO to follow up with Sarah Clarke about the appointment process for new governors.</p> <p>Trustees agreed on the need to review the local governor recruitment process; the CEO suggested this could be done as part of the Workforce Portfolio of the Strategic Plan. Trustees agreed it could also be looked at as part of the Scheme of Delegation review. KE to provide details to the Chair and CEO of the local governor recruitment process in a trust she has previously worked with.</p> <p>Subsequent to the meeting the Clerk consulted the Scheme of Delegation (Section 9.2.1) which indicated that it was the trustees' role to 'formally note' the appointments of LB parent governors rather than approve them. Therefore on this occasion it was agreed by the Chair to formally note the approval of Chloe Schwab and Oliver Heathman as LB governors, both having been appointed by the LB. However further information on the appointments is still to be provided to the trustees.</p>	<p>Clerk /CEO</p> <p>KE</p>
15.5	<p>Scheme of Delegation A working party is due to take place on 21 July 2022 to review and update the Scheme of Delegation. The Chair, CEO and selected trustees will take part. Christina Mabin from the Diocese has been invited. Advice and comments from the NGA review will also be taken into account during the review. Once reviewed the document will go out to all trustees for comment.</p>	
15.6	<p>Trustee and Governor Training A summary of training was available on SharePoint prior to the meeting. Trustees who have undertaken training not listed to forward details to the Clerk. The trustees were reminded of the start in September of the 'Essential Trustee Programme' online training. This is on the meeting dates plan.</p>	Trustees
15.7	<p>Related Interests Forms The Chair requested trustees ensure they completed and returned the form to the Clerk as these declarations are required for audit purposes. The Clerk reminded trustees of the need to update the forms should their circumstances change.</p>	Trustees
16.	<p>Policies for approval The following policies have been reviewed and updated and are presented for approval:</p>	
16.1	<p>Standards & Curriculum Committee Update on S&C policy cycle</p>	

<p>16.2</p> <p>16.2.1</p> <p>16.2.2</p> <p>16.3</p> <p>16.3.1</p> <p>16.3.2</p> <p>16.4</p>	<p>The CEO reported that she has met with the Clerk and identified eight policies outstanding for review from this year. These are gradually being reviewed by herself and AHs and will go to the Standards & Curriculum Committee in September.</p> <p>The CEO also advised that one of the NGA review recommendations is for some policies to be reviewed and approved at committee level – reducing the number of policies that have to come to the full board for approval. She intends to look at all policies over the summer holidays to see which could be allocated to committees for approval. The allocations can be discussed at a full board meeting next year.</p> <p>DC left the meeting at this point at 18.05. The CEO thanked DC for his work and support this year.</p> <p>Recommended by the Finance & General Purposes Committee</p> <p>Equality Statement Approved with update to cycle for reviewing the body/objectives of the policy and the wording around children with English as an Additional Language (EAL).</p> <p>Financial Procedures Manual 2022/23 Approved with minor updates to layers of approval for BACS payments.</p> <p>Recommended by the Remuneration Committee</p> <p>Staff Stress Management Approved</p> <p>Staff Well-being Approved</p> <p>Recommended by the Trustees</p> <p>Data Protection Approved with substantial additions from Wolferstans. The said additions have also been agreed by the Trust Data Protection Officer.</p>	
<p>17.</p>	<p>Evaluation of governance impact The trustees commented as follows:</p> <ul style="list-style-type: none"> • The trustees valued meeting face to face again and felt this made the meeting more focussed. • In order to streamline meetings and the pre-meeting reading process the following was agreed: <ul style="list-style-type: none"> - To enable easier reference to meeting documents, in future, Clerk to add hyperlinks from the agenda to documents on SharePoint. As documents are added, Clerk to add the additional hyperlinks and re-circulate the updated agenda to trustees. SC to advise Clerk on the hyperlink process. - Trustees to forward questions on any of the reports to the author of the report, prior to the meeting. This will give time for accurate and considered responses which could also be circulated prior to the meeting allowing more time for debate during the meeting. The deadline for questions will be advised when the agenda and papers are circulated. Clerk to be copied in to the questions and responses. It was noted that questions had been requested prior to this meeting but no questions had been received. 	<p>Clerk / SC</p>
<p>18.</p>	<p>Dates of next meetings:</p> <p>This academic year AGM - Originally scheduled for 18 July 2022, <u>this meeting has been rearranged for 25 July 2022 6.00pm</u> - in person at Landscope School Hall</p> <p>Next academic year 10 October 2022 4.00pm - in person at Landscope School House</p>	

	<p>5 December 2022 4.00pm – online/in person – to be agreed</p> <p>6 February 2023 4.00pm – online/in person – to be agreed</p> <p>22 May 2023 4.00pm – online/in person – to be agreed</p> <p>10 July 2023 4.00pm – online/in person – to be agreed</p> <p>17 July 2023 (AGM) 6.00pm – in person at Landscope School Hall</p> <p>The Chair thanked the trustees for their work and support over the last year.</p>	
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The meeting closed at 18.15.