



Minutes

| | |
|----------------|----------------------------|
| Meeting | Trustees - Board Meeting 5 |
| Date | 16 May 2022 |

Attendance & Apologies

| Trustees | | Trustees | |
|--|----|--------------------------------------|----|
| Christopher Watt (Chair) CW | P | Amit Lakhani (AL) Co-opted Trustee | Ap |
| Jamie Clarke (JRC) | P | Frances Craven (FC) Co-opted Trustee | P |
| Tim Foster (TF) Trustee | P | Gary Foote (GF) Co-opted Trustee | P |
| Jo Chitty (JC) Trustee | P | Trust representatives | |
| Thomas Schilling (TS) Co-opted Trustee | P | Sue Wagstaff (SW) CFO | P |
| Duncan Nicholson (DN) Co-opted Trustee | Ap | Richard Cahill (RC) item 6 | P |

(key: P=Present, Ap=apologies received, A=absent)

In attendance: Katie Fell (Clerk) (KLF)

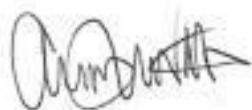
| No. | Item | Action |
|-----|--|--------|
| 1. | Welcome and introductions <ul style="list-style-type: none"> Richard Cahill (RC), School Improvement Lead, was welcomed to the meeting. RC has been in post since September 2020 and is attending to give an update to trustees on school improvement across the trust. | |
| 2. | Apologies to be recorded <ul style="list-style-type: none"> Apologies were recorded for Amit Lakhani (AL) and Duncan Nicholson (DN). | |
| 3. | Declaration of any personal or business interests <ul style="list-style-type: none"> None | |
| 4. | Minutes and Matters Arising from the board meeting on 21 March 2022 <ul style="list-style-type: none"> Minutes from 21/03/22 were reviewed by Trustees and confirmed as an accurate record of the meeting. All actions were reviewed and marked as completed. The chair signed the minutes electronically due to the meeting being held remotely. | |
| 5. | Risk Assurance <ul style="list-style-type: none"> The CFO informed trustees that risk assurance had been placed towards the start of the meeting agenda based on advice received in a recent CST risk management webinar. The aim is to focus attention on risk at the start of the meeting and take note of anything that may inform emerging or declining risks. The board will also share any other risks identified at other LGB meetings that may need to be addressed. Trustees understood the rationale but suggested that reviewing risk should remain at the end of the meeting so trustees could review how things had gone and reflect on whether the risk register needs to be updated. Trustees reported that governors in LGB meetings had developed the practice of taking note of risks during meetings and there is some incredibly good practice. It was agreed to revisit risk as a topic at the end of the meeting. Members of the Executive Team have received a demo of a Risk Management software package which fits the needs of the trust and will help to manage the process internally. It will enable schools to see their own risk register and for trustees to have | |

| | | |
|---|---|--|
| | <p>an oversight of them all. Bishop Fleming is fully supportive of this approach and Alastair Campbell has been part of the team who developed the package.</p> <ul style="list-style-type: none"> ● The RSM Insight 4 solution will support the trust in managing risk across all levels and gives better assurance that risks are being well managed. | |
| 6 | <p>Presentation from Richard Cahill</p> <ul style="list-style-type: none"> ● Richard Cahill provided an overview of school improvement activity and progress across the trust. ● A summary paper was shared in the classroom. The team currently comprises 6 members and is growing to 7. A new SID for SEND & Inclusion is joining in September. <ul style="list-style-type: none"> ○ David Robinson will hold a non-teaching role across all phases of education. ○ Samantha Price will start in September at GAC as a new permanent SID (T&L) for West Mids. ○ The Head of IT works alongside the SID team to bring the work of the MAT together. ● The T&L aims and principles have been founded on the trust vision and values. ● The objective of the SID team is to work alongside school teams and guide and advise them, but not tell them what to do. ● The menu of support available was shared to indicate the range of support on offer to schools, depending on their level of need. ● Take up from schools is variable; some need it more than others; some people ask for it, or some need it but don't think they need it. ● Trustees asked about how the team provides support where there is a lack of awareness or willingness to ask for it. The level of support required is discussed at Exec Team meetings and triangulated to radar grids that have been developed per school. ● Trustees asked about those who don't want to ask for support; how do we reassure ourselves that support is offered at the appropriate time before it goes too far? JRC confirmed RC's role is to diagnose who needs support and the exec team picks up when support is needed via local meetings and local data. RC is part of that but one of the 3 leads in the Exec Team will be diagnosing and identifying the needs and passing leads to RC. ● Trustees asked do you track the amount of time allocated to different schools. This is not formally collated but a rough time allocation is presented in the pie chart reported in RC's summary paper. The pie chart is purely illustrative and is not evenly balanced; it only captures time when a report is logged. ● Trustees asked what role does the school KPIs play in identifying needs. The KPIs are an emerging development with further plans to roll out over the summer and introduce to LGBs in the autumn. There is more work to be done on this, particularly in schools where teaching and learning has been rated a 3. ● The next stage of thinking is to address trustee's question about KPIs and how this feeds in. The T&L Framework will be piloted and is still in very early stages of development. It is still to be rolled out to HTs. ● Trustees asked about the frequency of measuring KPIs and how often support is delivered to different schools. It is a suite of different tools to assess needs and will not rely on one single indicator. The work of SIDs is quite dynamic and works in response to need and how they use their 60% time allocation. <ul style="list-style-type: none"> ○ eg science SIDs working in pairs to make more impact. When SIDs give support there can be a period of time when schools are left to their own devices and things may revert back. SIDs are trialling a different model of intensive support yet keeping a strong focus on research and pedagogy. ● Trustees asked about measuring impact and seeing how this makes a difference to children. This is something the team is working towards and planning to have a system that when a school commissions a piece of work this is captured on a central system, and a review is provided eg trip advisor type of review. There is further work to get the process right depending on circumstances. | |

| | | |
|-----|--|--|
| | <ul style="list-style-type: none"> ● Next steps are to develop overview reports per school so CoG and HTs can see who has been in and what they have focused on. RC is looking at developing a model for this to include a survey and review of work that has been carried out. In some cases it may have been uncomfortable and delivered messages they may not have liked, but they could see value in the support. ● RC shared a positive experience at GAD; deep dives were a great training ground for the real Ofsted experience and the SID team received great feedback. ● RC left the meeting at 17:40 ● Trustees asked if there were plans to recruit a new SID Safeguarding. In the longer term this may be required but initially Jane Burton will pick this up as Director of Safeguarding across the trust. ● Trustees also noted this created an opportunity to get the SG leads together and share information etc. One of the DSLs in the trust will be leaving so it is a good opportunity to look at training after the appointment has been made. | |
| 7. | TLT Estate Manager report <ul style="list-style-type: none"> ● The SCA report was shared by way of an update. All the project lines listed in blue were agreed last time and works are underway. ● The final allocation of £2.2m has now been confirmed so the schemes in orange have been assessed by JRC, SW and TR and all have been confirmed. ● The H&S compliance report was shared in the classroom for trustees to review. | |
| 8. | CEO Report <ul style="list-style-type: none"> ● The CEO shared a detailed report to update trustees on progress within the trust. ● There have been two Ofsted visits, to GAD and GAS, in April and May. Governors felt, and were, very well prepared and on both occasions the trust has come out strongly. ● Staffing changes were discussed. Ben Baines has been appointed as the new Principal for RA from September. ● Jane Burton will remain in the trust and will take on a senior role to support the new HT in post and for Huxlow when they come on board in September. ● KPIs have been updated and shared and will be rolled out to CoGs after half term and more widely with school leaders and HTs ● The SEF has been updated to take into account changes that have taken place recently, and we are on track to deliver all our improvement areas by the end of this year. ● Further updates to the SEF and SIP will be shared at the end of the year. | |
| 9. | Consideration of schools joining the trust <ul style="list-style-type: none"> ● Recorded in confidential minutes. | |
| 10. | CFO report <ul style="list-style-type: none"> ● The CFO presented a summary of draft budgets planned for 2022/23 so far. ● At present, current forecasts for 2023/24 and 2024/25 indicated that quite a few schools are looking to be in a more challenging financial position; it being harder to predict the financial picture and provide an accurate and realistic projection about percentage increases to apply and therefore harder to balance the budgets. ● Schools are being advised to look at various scenarios for planning budgets for two and three years ahead, be aware of the likely risk factors, and prepare options for Plan B and Plan C. ● The draft budgets will be presented to the Finance Committee on 25 May for their scrutiny and recommendation to the full board of trustees at the end of July. ● Management accounts are looking positive at the moment, with the exception of Knowles Primary, who are looking to have a small deficit. ● An update on the internal scrutiny programme from Bishop Fleming was provided and trustees were assured that Bishop Fleming felt that risk management and the assurance framework was greatly improved on last year. The introduction of the risk management software from RSM Insight4 will provide a tool to further embed good practice of risk management across the trust. ● Trustees asked about progress on the management of the leisure centre and theatre at Stantonbury. The CFO has started looking at a trading subsidiary but needs a second | |

| | | |
|-----|---|----|
| | <p>meeting with some interested trustees, accountant, and solicitor to determine what is needed and how to get it set up correctly. There are lots of variables to consider and the CFO is seeking additional input from the trust to help define how the accountability is carved out and if it is a totally separate legal identity.</p> <ul style="list-style-type: none"> ● Thomas Schilling (TS) volunteered to get involved and suggested involving some people from the school who have a vested interest in the final model. Gary Foote (GF) and Frances Craven (FC) also offered support if required. ● It was agreed to consult with JRC and keep him and CW informed as discussions and decisions progress. ● ACTION: Arrange a follow up meeting with all stakeholders to progress discussions about the TLT trading subsidiary as an urgent matter. | SW |
| 11. | <p>Safeguarding and SEND reports</p> <ul style="list-style-type: none"> ● Trustees were notified of an ESFA complaint received regarding safeguarding concerns within three schools in the MAT. A response has been submitted. ● NHG Consulting is starting a new round of safeguarding reviews in June and July. | |
| 12. | <p>AOB</p> <ul style="list-style-type: none"> ● Governor changes were confirmed as approved. ● Risk Management – new risks to record on the risk register: ● Recruitment challenges within the education sector: <ul style="list-style-type: none"> ○ particular challenge attracting good support staff ○ increase in home working and cost of travel is affecting recruitment to support roles ○ potential risk impacting growth of the trust ● Financial risks affecting forward planning for budget forecasts for Y2 and Y3 <ul style="list-style-type: none"> ○ Uncertainty of cost of living and percentage increases to apply ● Stantonbury trading company <ul style="list-style-type: none"> ○ highlight this is an item to watch ● Falling rolls at primary is a risk and further detail needs to be added. | |

Meeting closed at: 18:30 Next Meeting: 18th July 2022



Signed: _____

Date: 18/07/2022

Chair of Trustees

| ACTIONS from this meeting | | |
|---|----------------|----------------|
| ACTION | BY WHOM | BY DATE |
| Record apologies from Tim for Audit meeting on 13th June | KLF | 13/06/2022 |
| Arrange meeting with Browne Jacobson, Crowe, Stantonbury trustee rep and CEO to progress plans for a trading subsidiary | CFO | June 2022 |
| | | |