



Extraordinary Trust Board Meeting 18th March 2021

A meeting of the Trust Board of All Saints Schools Trust was held on Thursday, 18th March at 5.30pm via Video Conference

Present:

Name	Initial	Role
Melanie Barrow	MB	Trustee/CEO
Garry Deeks	GD	Trustee
Nancy Ford	NF	Trustee
James Hargrave (Chair)	JH	Trustee/Chairman
Amanda Hull	AH	Trustee
Isobel Hunter	IH	Trustee
Thomas Jarrett	TJ	Trustee
Peter Robinson	PR	Trustee
Jill Wright	JW	Trustee
Becky Poynter	BP	Governance Review
Karen Preece	KP	CFO
Paul-Parslow-Williams	PPW	DCEO

Meeting Attendance record:

Date	MB	GD	NF	JH	AH	IH	TJ	PR	JW
17.09.20	✓	✓	✓	✓	X	X	✓	✓	✓
22.10.20	✓	✓	✓	✓	✓	✓	✓	✓	✓
10.12.20	✓	✓	✓	✓	X	✓	✓	✓	✓
04.03.21	✓	X	✓	✓	✓	✓	✓	✓	✓
18.03.21	✓	✓	✓	✓	✓	✓	✓	✓	✓

Minutes:

Item	Description
1	Apologies for Absence There were none
2	Declarations of Interest There were none
3	Governance Review Trustees received the report from the Governance Review that was undertaken by Becky Poynter. JH pointed out that the purpose of the meeting was to receive the report and to define some actions points and next steps that can take Trustees forward as to progressing the points raised in the review.

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	<p>JH expressed his thanks for the thoroughness of the report and the challenge it contains, it was good to note Trustees have been fulfilling their statutory obligations and that the report gives some idea on how the governance can be improved.</p> <p>BP spoke to the report and explained how the review was undertaken and the results. The delay due to the covid pandemic has enabled BP to watch how Gt Whelnetham has been embedded in to the Trust and the preparations being made for Hardwick to join. This enabled BP to see how the Trust works operationally as well as strategically. BP has spoken with all Trustees, COG LGBs and Executive staff.</p> <p>BP reviewed the Finance & Audit Committee terms of reference and minutes and felt that process wise the Trust is doing everything it should be.</p> <p>Trustees noted that BP stated that all she had consulted with were appreciative of the CEO, DCEO and Executive Team's work for the Trust, and that Trustees were very knowledgeable about the driving factors behind the formation of the Trust. The Trustee skills audit demonstrated a wide range of skills, with some newer Trustees learning as they gain more experience.</p> <p>BP looked at 3 areas in depth and noted that these 3 areas must be looked at as a whole and must be taken together:</p> <ul style="list-style-type: none"> • Trust values and Strategic Direction • Support & Accountability • Communication <p>The report highlighted that the 3 levels of governance Members / Trust Board / Local Governing Body are working well. There is a clear separation of Members and Trustees in accordance with Financial Handbook and the Articles of Association.</p> <p>There are some recommendations regarding communication between all strands of governance.</p> <p>Challenges and Areas for Development:</p> <p>At a stage where there needs to be an expansion, and the strategic direction must be set to reflect this. This will help not only the financial sustainability but also the security and wider opportunity for staff and all pupils within the Trust.</p> <p>The expansion is linked to Trust Values – the original values are still in place together with the roadmap and Trust Charter, which was intended to bring ethos and values into one document. In addition, the Trust has a corporate Business Plan which sets out further core values and information in the LGB TOR around Trust visions, values and principles. With all these many documents the true picture is not clear and could be seen as a little complicated. These all need to be reviewed, streamlined and</p>

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	<p>updated to reflect the current and future aspirations of the Trust.</p> <p>Trustees noted that the review did not focus on finance but a review of the dashboard for 2020, highlighted that there were 284 pupil places that were available which equates to a substantial amount of lost income.</p> <p>Trustees noted that the recently reviewed Growth Plan is acknowledged as an excellent piece of work that needs to be fully evaluated and taken forward by Trustees and next steps identified.</p> <p>Delegation and Accountability is another area that needs to be reviewed. Trustees noted that to move forward this area needs to be addressed.</p> <p>Communication is the last area that Trustees noted needs to be reviewed and there are small fixes that can improve things quickly.</p> <p>The report highlights 9 recommendations:</p> <ol style="list-style-type: none"> 1. Consider revisiting the Trust vision and values in conjunction with the ASST Growth Plan and use this as a basis to set a clear strategic direction for the Trust. 2. Consider establishing a Strategic Working Group (Chair of Trustees, CEO and Chairs of Trust Committees) to evaluate progress against the strategic plan and determine whether it needs to be reviewed or revised. 3. Consider restructuring membership of the LGBs so that Trust Board remains independent of Local Governance in line with DFE guidance and best practice. 4. Consider amending the Scheme of Delegation to better reflect the role of LGBs as committees of the Trust Board and streamline the accountability strands. 5. Consider a more formal process of communication between the Trust Board, Central Services Team and Local Governing Bodies to engage with governors as key stakeholders in the MAT. 6. Consider running an Annual Governors' Conference 7. Consider creating an ASST Induction Training Course with the expectation that any new governor will undertake this within their first year of office. 8. Set an expectation from September 2021, that Governor Hub is the primary vehicle for communication and interaction with Governors. <p>Trustees' comments:</p> <ul style="list-style-type: none"> • It was a very useful exercise and helps Trustees take forward their role and gives guidance going forward. • The question of process hasn't been fully addressed – currently there is a difficulty given the online meetings, and Q&A sessions don't always lead to easy engagement. It was felt that Trustees should get involved with things at a much earlier stage, perhaps with workshop type meetings at the beginning of an issue,

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	<p>then hand over to management and then bring it back to a form Q&A meeting. BP responded regarding the question of process and recommended that Trustees avoid becoming too operational as the Executive Team have to be trusted to run the Trust.</p> <p>It was acknowledged that Trustees should not be involved in operational matters but perhaps where strategic matters are raised, a general discussion before hand would be beneficial.</p> <ul style="list-style-type: none"> • The question was raised regarding the Trust’s offer. BP responded this was the purpose of reviewing the Visions & Values. To be able to move forward with schools in larger conurbations, to show what the small rural schools can bring, to show equality and diversity. • It was noted that recommendations should be moved forward quickly to enable the Trust to grow and strengthen for all its pupils. It was felt that sometimes the process to finalise matters can be very long and drawn out. • It was noted that the review of the scheme of delegation could look at ways of improving Trustees working methods. <p>Proposed actions:</p> <ol style="list-style-type: none"> A. Create an Action Plan with roles and timescales. B. Trustees “away day” focussed on growth plan and visions and values – consider formation of strategic working group. C. Produce new visions and value statement with Trust branding and Ehtos. Once reviewed and updated these could be launched at the September Governance Conference. Could include workshops, Governance in MATs workshop, strategic workshop. D. Termly Chairs Briefing (CEO, Chair of Trustees, Chairs of LGB) launch in summer term. E. Review of SoD and membership of LGBs/Trust Board. F. Review of progress October by Becky. G. Training for Local Governors H. Training for Trustees I. Consider appointing new additional Trustees – to fill skills gaps J. Teaming building for new trustees K. Wider use of GovernorHub (do we need training) L. Social media links for governors (FB groups, emails) M. Development of governance as a central function N. Development of a governance handbook <p>Trustees’ comments:</p> <ul style="list-style-type: none"> • The proposed actions are a good way to take the recommendations forward. • The report is practical and useful, central to is all is growth – some of the things that schools originally signed up for should not be lost. • The Trust should look at all avenues for growth.

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	<ul style="list-style-type: none"> Trustees should establish a timetable to getting recommendations implemented, delegating to small groups to allow the process to wrapped up fairly quickly. <p>It was agreed that the actions proposed were the way forward to allow the widest discussion on the matters.</p> <p>A termly meeting between the local COGs, CEO and Chair would be established and the at the first meeting in the summer term this report would be shared.</p> <p>Action: a date for an away will be agreed – this should be in soon to avoid delay.</p>
4	<p>Occold Primary School</p> <p>Trustees reviewed a report on a recommendation that Occold Primary School re-establishes the closed nursery provision at Occold, to be operated as an in school provision and staffed by Occold staff.</p> <p>The following matters were discussed:</p> <ol style="list-style-type: none"> Where would the children be coming from? Has a survey been carried out to assess need. RPA – does this cover a building separate to a Trust one. Taking on younger children can bring liabilities. It is important to show insurance cover, It was noted that 4 or 5 have already expressed an interest. The school has reserves of £144k which would enable it to trial for a 3 year period. <p>Trustees agreed that:</p> <p>Given the level of reserves this could move forward for a fixed term of 3 years. That it is likely that if the school do not run the current facility someone else will. This is a unique situation and should not be seen as a precedent for all schools within the Trust operating school run nursery provision.</p> <p>Trustees agreed to move the proposal forward and to raise the question with the DfE regarding changing school age range from 4-11 to 3-11.</p> <p>Trustees also noted that there is a requirement to resolve the provision at Eye too.</p>
5	<p>Date of next meeting: Full Trust Board – Thursday, 13th May 2021 @ 4.30pm</p>

The meeting closed at: 19:45

Signed: _____

Date: