



Trust Board Meeting 13th May 2021

A meeting of the Trust Board of All Saints Schools Trust was held on Thursday, 13th May at 4.30pm via Video Conference

Present:

Name	Initial	Role
Melanie Barrow	MB	Trustee/CEO
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
Paul Parslow-Williams	PPW	Deputy CEO
Karen Preece	KP	CFO

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	✓	✓	✓	✓	✓	✓	✓	✓	✓
13.05.21	✓	n/a	✓	✓	✓	✓	✓	✓	✓

Minutes:

Item	Description
1	Apologies for Absence (i) Trustees noted the resignation of Garry Deeks as a Trustee. (ii) Trustees expressed their thanks for his work as a Trustee. (iii) A token of the Trust Boards' appreciation for his time will be sent. (iv) Garry was a Trustee appointed by Members and the vacancy will be notified to them.
2	Declarations of Interest There were none
3	Minutes of meetings held 4th and 18th March 2021 (i) The minutes were accepted as a true record of the meetings (ii) Matters/actions arising from the minutes not otherwise on the agenda. AP.48 Demonstrations will be organised for both My Concern and CPOMS for Senior Leadership Team with a view to selecting a provider by September

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	<p>2021.</p> <p>AP.49 As it is not possible to split the HR/Payroll function now. Pam Pickard is liaising with the provider to ensure that the advice given is more focussed to the Trust. KP is awaiting quotation from school choice which should be received by the end of the month. Occupational health service is excellent. More research into what is required and this requires more time. This will be deferred for a year.</p> <p>AP.49 c/f</p> <p>AP.50 Pam Pickard has changed it and it will be brought back to HR Committee.</p> <p>AP.54 Part of a wider issue to develop communications within the Trust, a vehicle for sharing resources such as the videos. Access to the website would be required.</p>
4	<p>Governance Review</p> <p>Trustees noted that a formal strategic review took place on 28th April and approved the actions from this review:</p> <ul style="list-style-type: none"> • Finance Committee to look at Central Team grading and growth • “Offer” documents for schools – Paul to share at Trust Board and develop document for the web. • Working group of CEO, Chair, Chairs of Committees to produce Vision, Mission and Values for approval at the 17th June Trust Board meeting. • By start of next academic year, SoD to review the position of Chair of LGBs and Trustee positions. • Training for LGBs on being a local governor within a MAT – part of a governance conference in the next academic year. • Trustees approved the principle of appointing of two co-opted Trustees. Appointment committee of JH, MB, NF and Alister Gourlay (Member) will recommend candidates to Trust Board for appointment. • SoD – working party of JW, NF, JH and OW to produce a revised SoD to be implemented in the new academic year. • Communication – working party to look at ways to take this forward PPW, PR and OW. • PPW presented a document on the “Offer to Schools” <ul style="list-style-type: none"> ○ Highlighted the values of the Trust ○ Role of the Trust as school improvement partner working alongside schools ○ Leadership solutions. ○ Expertise within the Trust ○ How the support can be personalised to the school with external experts available. ○ Trust conferences ○ Examples of CPD workshops ○ Crisis workshops – COVID as an example of the benefit of being part of a Trust with examples of how this has worked

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	<ul style="list-style-type: none"> ○ Subject Leadership Networks ○ Professional Coaching for the Leaders ○ Informal support – never on your own, someone somewhere within the Trust will have been there, done that and have a letter that could be used. <p>It was agreed that this would be published on the website until the mission, vision and values have been agreed.</p>
5	<p>Risk Management</p> <p>All areas updated to reflect that the schools are coming out of lockdown and Trustees noted the following:</p> <ul style="list-style-type: none"> ● Data is less relevant than curriculum as inspections are likely to be based on curriculum given there is no data for 2 years. ● Online learning will not be abandoned completely as another lockdown could still happen. ● Child Protection – a new system will be agreed by September. ● NPQs – delivery partner for this programme and will help with succession planning. ● Trustee - Risk upgraded as there is a vacancy and achieving a quorum sometimes can be difficult. ● Land & Buildings – ensuring that the work that has been approved is correctly undertaken.
6	<p>CEO Report</p> <ul style="list-style-type: none"> ● Teachers are looking to plug gaps and ensure catch up ● Dealing with complex SEN cases, with more complex transition than in previous years. ● Parents are keen for Year 6 transition but this is limited until restrictions lifted. ● COVID – no guidance on lifting current restrictions such as bubbles and tests. ● Vaccinations – some schools have been affected by staff illness following vaccination. Over Easter, Harleston surgery had an excess of supply and following a call out 23 ASST staff managed to receive a vaccine, as this was during the holiday period it limited the amount of absence. ● Long term financial impact is being noticed – mostly due to staff circumstances. Occupational Therapy advice has been sought on issues associated with long COVID. ● School trips are permitted again, and it is likely that Sports Days will be able to take place. ● Hardwick conversion was successfully completed and they joined the Trust on 1st April. ● Mark Taylor is settling into the new position as Executive Head of Charsfield and Fressingfield. ● Budgets – KP trying to meet all governing bodies. Hardwick is a challenge given the change of the

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	<ul style="list-style-type: none"> • Monitoring – PPW and MB are beginning a schedule of School Improvement visits. Work is underway to present the outcomes of these visits and to give Trustees access as evidence of monitoring. It would also to a good mechanism to broker support required from within the Trust to the 10 schools. • Coaching sessions are proving very successful and the next one is scheduled for June. • A pre-audit is planned with Larking and Gowen with regards to the next audit. • St Peter and St Paul – CIF bid, allocated last July work hasn't started yet, due to a scope change and the contractor is due to commence imminently. Apex roofing will be used and the CEO is monitoring the situation. • CIF bids delayed to July. • CofE has been awarded the provision of NPQs. ASST were asked to support the bid. ASST have been asked to be part of the Delivery Partner team. It is considered that ASST can supplement the offer of Unity in particular with coaching. • Archdeacon of Suffolk, the Reverend Jeanette Gosney has agreed to join the Members of ASST. • There is a lot of interest from new schools. DfE discussions indicate that the academy agenda will be taken forward. • Website has been updated. • Hannah Hunt has passed the National Qualification for Headteachers. • Trustees noted that OW, the Executive Assistant, has undertaken the Clerking Development Programme <p>Trustee questions:</p> <p>Trustees were concerned about the time required by ASST staff and the cost benefit of not using a consultant to assist with the academisation process.</p> <ul style="list-style-type: none"> • MB reported that the knowledge gained from previous processes has meant that the time involved has not been extended without a consultant. Using LBMW is a great help and worth the investment. • KP added that the ASST staff time has been costed into grant funding, any surplus will be used to fund Arbor for Hardwick. Obtaining the information ahead of conversion gave the central team a head start when the school joined. <p>Are there any risks to the image of ASST with working closely with CofE on the NPQs.</p> <ul style="list-style-type: none"> • MB reported that the fact that ASST has community schools was more likely seen as a benefit to being asked to join the delivery team. Unity is not a CofE Trust but is a teaching school. • PPW pointed out that the continuous professional development has changed considerably and most programmes are being delivered by large Trusts and ASST will benefit greatly from the ability to work together. • MB stated that ASST is seen as having capacity to deliver this programme in an

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	<p>excellent way.</p> <p>Trustees would like to hold a meeting at Hardwick in the new academic year as happened with Great Whelnetham when Trustees were able to meet local Governors.</p>
7	<p>Chairs Report</p> <p>JH noted that it does very much feel that there will be a push from the DfE to look at academisation, particularly now that Brexit is done and everyone is moving into a different phase of the COVID crisis.</p>
8	<p>Finance</p> <p>(i) Trustees received an update from the Finance & Audit Committee on the following:</p> <ul style="list-style-type: none"> • Appointment of Internal Auditor – the current provider is no longer available. Julia Steed has been appointed after a review of applications. Work is already underway with her on the internal audit process. • Budget Assumptions including Trust Central Charge had been circulated to Trustees and will continue to be useful for Trustees in discussions in the coming months and is available on Governor Hub. A number of the charges that are currently recharged separately will be included in the central charge, this allows a fairer distribution of the charge. This also leads to a greater security if new providers need to be identified. Trustees approved that the new central charge was agreed at 6% excluding the Key, which will continue to be an individual school choice. This will be part of the CEO/Chair termly briefing with COGs of LGBs. • Benchmarking was reviewed at the Finance Meeting and Trustees noted that it is a useful resource for Trustees to refer to, in particular when expansion is considered. This is available on Governor Hub. • TJ stated that an additional Trustee which finance knowledge to join the Finance & Audit committee would help to support MB/KP and Pam Pickard. This may also help to prepare for any possible split of this into two committees. <p>(ii) The management accounts for February & March 2021 were reviewed the following were noted:</p> <ul style="list-style-type: none"> • Trends – Charsfield remains the only school projecting a deficit, it has lower pupil numbers going forward. Trustees noted there may be risks associated with this and these are being addressed by KP as part of the budgeting process. • Stradbroke & Laxfield are bearing the costs of maternity absences alongside covid absence.

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	<ul style="list-style-type: none"> Financially - All looking healthy for the year, with the exception of Charsfield which is being closely monitored.
9	<p>Trust Expansion</p> <p>(i) Trustees reviewed a due diligence report on Thorndon Primary School. (ii) Trustees considered the location and ethos of the school would be a good fit. (iii) However, the due diligence report highlighted areas that gave Trustees sufficient cause for concern that the recommendations included in the report were accepted, as follows:</p> <ul style="list-style-type: none"> We thank Thorndon for expressing an interest in ASST and in terms of ethos and values think it would be a good match. However, at the present time we cannot accept the applicatiot to join the Trust. We would be very happy to consider and progress the school joining the Trust in future if the following conditions were met: <ul style="list-style-type: none"> Staff needs to account for no more than 90% of the school funding The school needs to be able to demonstrate setting an in year budget The staff needs a robust staffing plan which is proportional to the number of pupils within the school. <p style="text-align: right;">MG/JH left at this point</p>
10	<p>Trust Intranet</p> <p>PPW presented a paper on a proposed intranet for the Trust.</p> <p>This would be an internal ASST website with areas for different functions such as LGBs, Leaders etc. With trust wide documents available, such as documents for SENCO. The major advantage would be a curriculum section.</p> <p>PPW believes infrastructure is in place with office 365 and hopes to be able to take this forward and will be able to update in the future.</p>
11	<p>GDPR</p> <p>Report on a near miss breach was noted by Trustees and this will be logged with the Data Protection Officer.</p>
12	<p>Trust Central Staff – see confidential minutes</p>
13	<p>Next meeting: Thursday, 17th June 2021 @ 4.30pm</p>

Meeting closed at: 18.37

Signed: _____

Date:

Actions from current meeting and items from previous meetings:

Action Point	Reference		To be completed by:
AP.48	12/5/20 Item 5 Updates 16/6/20 04/3/21	<p>“My Concern” – has been discussed with leaders, Karen Miller has offered a demonstration. Trust wide licence – ie licence per pupil not school has been investigated and will be reviewed at a future leadership meeting.</p> <p>Update: will investigate for September, do not want to overload at the moment with Arbor transfer</p> <p>May update: Demonstrations to SLT will be organised for My concern and CPOMS – for a recommendation to be made in September 2021</p>	MB/PPW Autumn 2021
AP.49	12/5/20 Item 8 13/5/21	<p>TJ suggested that the advice received from Schools Choice should be reviewed after the lockdown situation. KP will be tendering for HR guidance next year for review.</p> <p>This matter has been deferred for a year.</p>	KP
AP.50	17/9/20 Item 10 Update 04.3.21	<p>Admissions Policy – trust wide policy to be investigated.</p> <p>Update: ongoing, however all schools have issued policies</p>	OW
AP.52	17/9/20 Item 10 Update: 04/3/21	<p>Recruitment – review application process to determine if a common process can be used.</p> <p>Update: formatting of forms, problems arise with formatting out of synch when formatting on a phone. Absences etc cannot be requested before interview, therefore these must sit outside the application form.</p>	HR Cttee

Actions from Governance Review:

Rec. Number	Detail	By Who	By when
1	Vision & values	CEO/Chair/Chairs of Cttees	17/6/21
2	Strategic Plan (Growth Plan): Review central team, grading and growth Offer document – to be developed and placed on website	Finance Committee PPW – document OW – website	Asap 16/7/21 Asap
3	Review LGB membership to ensure Trust independence Recruitment of 2 x co-opted	James Hargrave to speak with COG/Trustee MB, JH and NF with	Asap Asap



	Trustees	Alister Gourley (member)	
4	Amend Scheme of Delegation	JW, NF, JH & OW	16/7/21 to be implemented Sept 21
5	Communication – formal process to be established	PPW, PR & OW	16/7/21 to be implemented Sept 21
6	Annual Gvs Conference	Tbc	Autumn 2021
7	Training for Local Governors on governance within a MAT	Tbc	
8	Improve use of GovHub	OW	Sept 2021
9	Communications Policy (linked to 5)		