



## Trust Board Meeting 10<sup>th</sup> December 2020

A meeting of the Trust Board of All Saints Schools Trust was held on Thursday, 10<sup>th</sup> December at 4.30pm 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
Paul Parslow-Williams	PPW	Executive Head/ Deputy CEO
Karen Preece	KP	CFO
Jill Wright	JW	Trustee
Philip Cranwell	PC	Consultant (part)
Becky Poynter	BP	Governance Review (part)
Odile Wladon	OW	Executive Assistant/Clerk

### 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	✓	✓	✓	✓

### Minutes:

Item	Description
1	<b>Apologies for Absence</b> AH – Trustees accepted the apologies.
2	<b>Declarations of Interest</b> TJ – Pension Fund in accounts as Member of the Pension Board for LGPS.
3	<b>Meeting held on 22<sup>nd</sup> October 2020</b> (i) Minutes accepted as a true record of the meeting (ii) Action List and Matters Arising AP.48 Ongoing – not a priority as systems are in place and will be looked at as soon as possible AP.49 In hand will be continually reviewed

Item	Description
	<p>AP.50 c/f  AP.51 Completed  AP.52 Online application format needs to be reworked and is in hand, will be dealt with by HR  AP.53 c/f</p>
4	<p><b>Risk Assessment/Register including COVID risk assessment</b>  <b>COVID</b></p> <ul style="list-style-type: none"> <li>• Risk Assessments have been reviewed, with some schools having particular circumstances, in particular Occold that had to close.</li> <li>• All schools are reviewing risk regularly.</li> </ul> <p><b>Risk Assessments</b></p> <ul style="list-style-type: none"> <li>• Trustees noted and approved the risk assessments.</li> <li>• Risk management plan – one area is Governance of St Peter and Paul marked as a high risk due to lots of vacancies. IEB is now in place and has met since last Trust Board Meeting, therefore the risk has been down graded as governance is now in place.</li> </ul>
5	<p><b>Governance Review</b> – verbal update received from Becky Poynter</p> <ul style="list-style-type: none"> <li>• Looked in detail at the risk assessment.</li> <li>• Growth plan commend to the Trust board as an excellent document.</li> <li>• Has reviewed many different minutes, discussions taken place with MB and JH.</li> <li>• Looked at constitution of the component schools.</li> <li>• Look at visions and values – Charter a very strong document. Are these shared and embedded across the schools are they the DNA of the culture across the Trust?</li> <li>• What had Trustees taken from the Growth Plan and what decisions were made – Trustees need to make a decision on the tipping point on the capacity of leaders within the Trust.</li> <li>• Trustees need to decide on what the structure will be once the tipping point reached, alongside looking at the scheme of delegation – in particular what remains at LGB level and what is Trust level to enable the SOD to fit in with the Trust Values. An example is the funding area.</li> <li>• Communication pathways – how they grow with Trust.</li> <li>• Individual school websites – the presence of the Trust was noted as piece meal.</li> <li>• Skills Audit – this has highlighted areas where there is weakness: experience of marketing media and PR, and change management in particular with growth plans.</li> <li>• 2 documents have been given to MB and JH to help with self review.</li> <li>• Trustees noted that they should be looking at the Growth Plan and deciding the way forward.</li> <li>• May be necessary to streamline the Scheme of Delegation – suggestion that ASST look at similar Trusts.</li> </ul> <p>JH – thanked BP and will table the documents for self review as this would be valuable</p>

Item	Description
	<p>and a good thing for the Trustees to do, as well as looking at NGA 20 questions.</p> <p>JH – Schedule a meeting around end of January and focus the meeting on Trust and self-review and growth plan.</p> <p style="text-align: right;"><i>BP left at this point</i></p>
<p><b>6</b></p>	<p><b>Executive Pay review</b></p> <p>Trustees noted the following:</p> <ul style="list-style-type: none"> <li>• The Trust has grown from 5 to 10 schools.</li> <li>• Audit feedback – one recommendation was that an executive pay review was undertaken.</li> <li>• There is always scrutiny on executive pay during audit and in the academies handbook and important for the review to take place now.</li> <li>• Auditors noted that this was already underway.</li> </ul> <p>Philip Cranwell addressed Trustees about the review he had undertaken:</p> <ul style="list-style-type: none"> <li>• Looked at structures that are anchored and defensible – not an arbitrary exercise but one that will stand up to scrutiny and challenge. Anchored to School Teachers Pay &amp; Conditions document.</li> <li>• Common roles within the Trust of Executive Head and Head of Schools</li> <li>• Increase the Central Leadership capacity – looking to show cost of a full time CEO.</li> <li>• With Hardwick joining Trust moves to a Grade 6 Trust.</li> <li>• Most schools Group 1 with 2 in Group 2 St Peter and St Paul and Hardwick.</li> <li>• Current costs were compared to what the costs would be if recommendations accepted.</li> <li>• Framework proposed for current situation and is scalable allows for recalculation if need be as Trust grows.</li> </ul> <p>Full report appended to confidential minutes.</p> <p>Trustees thanked PC for his work.</p> <p>Trustees agreed to adopt the trust wide policy as recommended.</p> <p style="text-align: right;"><i>PC left at this point</i></p>
<p><b>7</b></p>	<p><b>CEO Report</b></p> <ul style="list-style-type: none"> <li>• Performance management finished for all leaders, CEO met with all LGB as a pre-meet. This was very useful communication. Reports from John proved very useful in the process.</li> <li>• PPW noted that having the combination of input from LGB and external voice, enabled a more detailed personal contact.</li> <li>• Hardwick conversion: <ul style="list-style-type: none"> <li>○ KP and MB pushing this forward.</li> <li>○ TUPE process dates received and ensuring SCC HR are moving forward.</li> </ul> </li> </ul>

Item	Description
	<ul style="list-style-type: none"> <li>○ Land issues not looking difficult: <ul style="list-style-type: none"> <li>▪ SCC would like to keep Childrens Centre.</li> <li>▪ Caretaker House to Trust and</li> <li>▪ a couple of minor issues with boundary issues.</li> </ul> </li> <li>○ Electric Gate: it has a camera which operates 3 ways and as Children Centre and lease for the pre-school then SCC should pay 2/3 of the cost of the maintenance of the gates.</li> <li>○ Legal costs: £5k for legal and £5k for SCC – should have a surplus from the conversion grant and we pay for the executive pay review out of the grant as the request from Hardwick’s request facilitated the review.</li> <li>● Coaching sessions received by all.</li> <li>● Audit – covered in Finance point 9.</li> <li>● CIF bids – won’t be submitted till January.</li> <li>● Data collection – dates have been circulated.</li> <li>● IEB – JH and MB attended in part, see item 14.</li> <li>● NPQs - The Church of England is putting together a bid to deliver a comprehensive set of NPQs from September 2021-2026 and is looking at local delivery partners. MB has been put in touch by Jane Sheat with Andy Wolfe, Deputy Chief Education Officer (Leadership Development) at the Church of England because she thinks our work within a teaching school, the work as CEO of All Saints Schools Trust and an NLE would be very relevant.</li> <li>● The diocese Jane Sheat also inform me that she has asked the Archdeacon of Suffolk the Reverend Jeanette Gosney to be our new Member replacing Father Guy Sumpter.</li> <li>● Headteacher Reference Group – MB has attended the first meeting, been brought regionally. Came away feeling how good the schools are and what a good job the schools have done, still moderating liaising with LGBs and monitoring progress.</li> </ul>
8	<p><b>Chair’s Report</b></p> <p>There has been a planning application made for a site adjacent to Stradbroke Primary School. Discussions with the developer took place, as the site offers benefits to the school with a large car park, land for a nursery and could secure the future of the playing field.</p> <p>Trustees noted that the application is proceeding through the planning process.</p>
9	<p><b>Finance</b></p> <p>(i) Year end accounts and Audit letter, Trustees noted the following:</p> <ul style="list-style-type: none"> <li>● Note 20 highlighting the statement of funds. Really positive position schools all have a really strong level of reserves, in year position increased from budgeted expectations.</li> <li>● Trust Board to consider that schools may wish to carry out projects using reserves.</li> <li>● Audit letters: regularity and income control questions. Two of the audit points have already been dealt with.</li> </ul>

Item	Description
	<ul style="list-style-type: none"> <li>• Note 8: 53 to 58 were noted.</li> <li>• TJ pointed out the excellent work by KP and the rigorous approach by Auditors in spite of remote audit conditions.</li> <li>• TJ noted that this was a clean bill of health.</li> <li>• Trustees noted this provided a comprehensive information package and it was comforting to note that no school is in a difficult position.</li> <li>• Trustees noted it is safe to have a buffer moving forward, freeze on pay rises this could be an indication of harder times to come. If PE premium is removed, all schools would have struggled to set in year.</li> <li>• The national funding formula is changing and having a buffer for each school is prudent and look ahead cautiously.</li> <li>• JH – thanked the finance team and MB and echoed the sentiments that the Trust and its schools are in a strong position.</li> </ul> <p><b>Trustees approved the Year End accounts and received the Auditors letter.</b></p> <p>(ii) Trustees Report &amp; Accounts Trustees noted that the approved report has now been updated to reflect the audited year end figures.</p> <p>(iii) Management Accounts September and October Accounts reviewed at Finance and Audit meeting.</p> <p>(iv) Trustees noted the <b>approval</b> previously given by email <b>for the purchase of Arbor</b> as the preferred Management Information System. 4<sup>th</sup> February for migration of all Schools within the Trust.</p>
10	<p><b>Performance Management Review</b> Confidential item – separate minutes prepared</p>
11	<p><b>Policies for approval:</b></p> <p>(i) Online Safety Policy – deferred AP.54</p> <p><b>Trustees noted policies approved by Finance &amp; Audit:</b></p> <p>(i) Accounting (ii) Anti-Fraud &amp; Corruption (iii) Central Cost Recharge (iv) Charging &amp; Remissions (v) Financial Management (vi) Fixed Assets (vii) Investment Management (viii) Procurement (ix) Purchase Card (x) Reserves</p>

Item	Description
12	<p><b>Leadership Team minutes</b></p> <p>Trustees noted the following:</p> <ul style="list-style-type: none"> <li>• Demonstration from Blue Sky to move performance management on line, this is on hold pending investigation on whether Arbor could provide this.</li> <li>• Schools have had good attendance given the circumstances.</li> <li>• Occold had to close due to COVID contacts – fortunately work had been done to prepare for lockdown, therefore online learning was enabled immediately including live content with 80% engagement.</li> <li>• COVID catch up work – sharing good practice, tutoring and the interventions that schools were doing. Good example of schools working collaboratively using a shared recording template.</li> <li>• Training – online CPD on safeguarding and curriculum scheduled for January.</li> <li>• Early Years – training has taken place, when able this will be taken forward to ensure collaborative work.</li> <li>• DfE Tech allocations – devices are being delivered when required.</li> </ul> <p>PPW thanked the finance team on behalf of the leaders for the audit work.</p> <p style="text-align: right;"><i>IH left at this point</i></p>
13	<p><b>GDPR</b></p> <p>Trustees noted that the GDPR audit is complete and that an actions list has been shared with each school to enable them to address the areas highlighted.</p>
14	<p><b>Trust Expansion</b></p> <p>Covered under CEO report</p> <p style="text-align: right;"><i>NF left at the point</i></p>
15	<p><b>Local Governing Bodies</b></p> <p>Governance at St Peter &amp; St Paul – Eye:</p> <ul style="list-style-type: none"> <li>• Trustees noted that an IEB has been established at St Peter and St Paul CofE School in Eye and that a shadow Local Governing Body will be established early next year.</li> <li>• The first IEB meeting, discussed on the board 2 of the Governors were retained. All governors who are still gobs attended and were informed that the intention is for a full LGB to be re-established.</li> <li>• Monitoring that MB and PPW shows that school moving forward.</li> <li>• IEB members were reminded that reviewing reports submitted by the Head, CEO and Deputy CEO was monitoring and the minutes would reflect this.</li> <li>• Leaking roof has damaged the floor and an insurance claim will be submitted with a view to replacing the asbestos tiles that have lifted as a result of the leak.</li> <li>• SOD was accepted.</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>• Cycle to work programme - Pam is benchmarking schemes and the report is ready to be submitted to the HR Cttee.</li> </ul>

Item	Description
	<ul style="list-style-type: none"> <li>Staff wellbeing training being held all training online. Wellness surveys could be undertaken in future. A zoom meeting for staff governors could be possible in the new year.</li> <li>CPD is being offered to all staff online.</li> <li>A paragraph has been uploaded to the website commending all – a letter will be sent before Christmas commending staff. An email will be sent to leaders to circulate to staff.</li> </ul>
	<b>Confidential matters from agenda item 6 &amp; 10 were discussed at this point. All details are contained in the confidential minutes.</b>
<b>16</b>	<b>Date of next meeting: Thursday, 4<sup>th</sup> March 2021 @ 4.30pm</b>

Meeting closed at 7.10pm

**Actions from current meeting and items from previous meetings:**

Action Point	Reference		To be completed by:
AP.48	12/5/20 Item 5 Update 16/6/20  10/12/20	“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.  Ongoing – not a priority as systems are in place and will be looked at as soon as possible	MB/PPW
AP.49	12/5/20 Item 8  10/12/20	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.  In hand will be continually reviewed	KP
AP.50	17/9/20 Item 10	Admissions Policy – trust wide policy to be investigated	OW
AP.53	22/10/20 Item 11 (v)  10/12/20	Complaints Procedure – OW – to compare existing policy with the model policy to include the serial/persistent  cf	OW
AP.54	10/12/20	Online Safety Policy – deferred to future meeting	MB

Signed: \_\_\_\_\_

Date: \_\_\_\_\_