



Company Number: 07977368

Minutes of the Meeting of the Board of Directors

Thursday 30 September 2021 at 5.30 p.m. in Shrivenham School

Present:

Liz Holmes (LH) Chair
 Rev Jason St John Nicolle (JS)
 Ian Wright (IW) (slightly delayed)
 Paul Turner (PT)
 Anthony Cook (AC)
 Duncan Millard (DM) CEO
 Mark Greenwood (MG)
 Sarah Church (SC)
 Carrie Insley (CI)

In attendance:

Anne Lynn (AL) - COO
 Louise Warren (LW) – Director of Education
 Sandra Green (SG) - Clerk

Apologies:

Christine Price-Smith (CPS)

PROCEDURAL MATTERS		
1	Welcome, Apologies and Resignations	Action
	<ul style="list-style-type: none"> Apologies had been received from CPS and were accepted. LH welcomed all those present to the first meeting of the new academic year. LH reminded all present of the requirement to keep confidential all matters discussed until they were confirmed as being in the Public arena. LH noted that there had been no resignations during the Summer break recognised diocesan is working to find a new appointee and we are still hopeful that they will be found shortly. 	
2	Notice and Quorum Requirements	
	The meeting was quorate.	
3	Various Items requiring trustee completion and return asap	
	Trustees AGREED to: <ol style="list-style-type: none"> Update their Declaration of Interest / Pecuniary Interests information on GovHub. Read, agree and sign off the FLT Code of Conduct V1.4, KCSiE Section 1 and Appendix and other Declarations on GovHub page. Complete and return their Skills Audit form to SG. Update their contact details page on GovHub. <p>ACTION: Trustees to do as above.</p>	All
4	Announcement of re-appointment of ODBE-nominated Trustee	

	SG advised that CPS would be re-appointed as an ODBE-nominated trustee with effect from 1 November 2021-31 October 2025 inclusive. CPS was thanked for accepting the re-appointment.	
5	Vote on re-appointment of Ian Wright as a Trustee	
	A secret ballot was held and Ian Wright was duly re-appointed as a trustee from 31 October 2021-30 October 2025 inclusive. IW was thanked for accepting the re-appointment.	
6	Vote on appointment of Chair 2021/2022	
	One candidate, LH, had been nominated and had accepted the nomination. A secret ballot was therefore held and Liz Holmes was duly appointed as the Chair 2021/2022. LH was thanked for accepting the appointment and the remainder of the meeting was handed over for her to act as Chair.	
7	Vote on appointment of Vice Chair 2021/2022	
	Two candidates, IW and AC, had originally been nominated and had accepted their nomination. However, IW had subsequently decided to withdraw his acceptance due to other governance commitments as the Chair of Watchfield LGB. Ian was thanked for his consideration. A secret ballot was therefore held of AC's nomination and he was duly appointed as the Vice Chair 2021/2022. AC was thanked for accepting the appointment.	
8	Accuracy of the previous Minutes	
	(a) The Minutes and Confidential Minutes of the last meeting were APPROVED as accurate records of proceedings and were duly signed off. (b) LH advised that she had ahead of this meeting been able to sign off the 2020/2021.	
9	Matters arising from previous meetings	
	(a) Items were updated as per Carried Over List. (b) SG CONFIRMED that all other Carried Over items had either been dealt with or were included as agenda items or scheduled for future meetings.	
10	Out of Committee activities	
	LH confirmed that 'thank you letters' had been sent to staff as requested by the trustees.	
STRATEGIC MATTERS		
11	Policies	
	The following policies were discussed: (a) School Safeguarding (ex-OCC Sept 2021) (new): (I) LW advised that most of the schools had already started training up their staff on this, which contains many changes due to issues raised due to lockdown and peer-on-peer conduct.	

	<p>(ii) AL advised that all staff involved in recruitment have been asked to re-do their safer recruitment training through NSPCC/OCC asap.</p> <p>(iii) PT requested other trustees to please undertake the training so that they can assist with the recruitment of head teachers, etc.</p> <p>(iv) LW advised that DM would be leading an item at the next ALT meeting on Ofsted's recent report on 'Sexual Abuse in Schools'.</p> <p>v) LW advised that Jo Lloyd is the new OCC LADO and is experienced and knows the processes.</p> <p>vi) SC pointed out a few matters regarding the policy document, namely: a) Jo Lloyd's name needs to be added. b) Q: The definition of a child is 'up to 18 years' but FCC still has pupils of 18+ years in the Sixth Form. Do we need to clarify that these children are still covered by the policy? A: LH advised that this would be checked with OCC and the wording would be adapted accordingly. (Following the meeting, discussion between Joe Winter/LW/SG/LH and SC resulted in an addendum being agreed and the policy updated and circulated).</p> <p>vii) Keeping Children Safe in Education (KCSiE) DfES September 2021 LW thanked LW for sending out a summary of changes to KCSiE and proposed that all those connected with FLT should be required to read all of Section 1 plus the Appendix? The trustees AGREED that all those connected with FLT should be required to read all of Section 1 rather than just the Appendix. The trustees APPROVED the Policy on the basis of the above issues being resolved. ACTION: SG to make the necessary changes to the documents and send out decision via GovHub.</p> <p>viii) LW advised that FLT is re-advertising for a Safeguarding Lead immediately and that the school Safeguarding Leads were covering duties to the best of their abilities until an appointment could be made. LH extended THANKS on behalf of the Board to the Safeguarding Links for picking up the extra workload in the interim.</p> <p>Ix) Q: LH: re KCSiE: there is a requirement on schools to change their Behaviour policies in line with the new requirements, so how can we be reassured that our schools have made these changes? A: LW: Lots of our schools are moving to new Behaviour policies so the requirements can be included in these.</p> <p>ACTION: LW to request that all LGBs confirm in Term 1 or Term 2 that they have included all the requirements and that it is reported back to the QofE Committee please.</p> <p>(b) FLT Pay Policy – Support and Teaching Staff: This will be going to the UK Government on 1 October 2021 so further update will be given as soon as known.</p> <p>(c) FLT Appraisal Policy: Teaching Staff: The trustees CONFIRMED they had read and noted no changes and APPROVED the policy.</p>	<p>COMPLETE</p> <p>LW</p>
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	(d) FLT Appraisal Policy: Support Staff: The trustees CONFIRMED they had read and noted the changes and APPROVED the policy.	
12	Letter from DofE: Estate Management on 8 July 2021	
	<p>(i) The contents were duly NOTED and the trustees advised that the matters contained within were in hand and would be reported on to ARC in due course.</p> <p>(ii) AL requested that appreciation of the board be extended to Jo Ray and all those staff who ensured that schools were Covid-safe during the pandemic. The Board extended their THANKS to the relevant individuals.</p> <p>iii) Q: LH: Do we give 'special consideration' to our older buildings? A: AL: We do regular condition surveys of all our buildings. We anticipate reaching 3000 pupils but will have two more rounds of CiF before we get our own capital funding. Due to hear re CiF today but no news yet.</p> <p>Q: PT: Pleased to hear about condition survey – wondering about day-to-day maintenance, e.g. cleaning gutters? A: AL: We have new cleaning contractors who are happy to do such tasks.</p>	
13	Resources	
	<p>The trustees CONFIRMED receipt of a trust financial performance report for P10.</p> <p>AL spoke to the information:</p> <ul style="list-style-type: none"> • Much better place than was expected but £164k revenue has to be offset by capital deficit. • Catering has done well and our Primary schools have benefitted due to the lockdowns. Another trust made £150k deficit on their catering. • We have managed to do many works projects during the holidays. Some non-essential works were put back at FJS due to volume of work, but they are now scheduled. • AL will advise Census figures next week. • SHR pupils at nearly 200 and expansion of FCC. JBL is also expanding so we are at capacity in some of our schools, which is really positive compared to last year and we have been discussing risk, which AC will cover off. • A bit more CV-funding has been received. <p>The Board NOTED the current financial position and no questions were raised.</p>	
14	Link Governor Roles	
	<p>I) LH advised that she has updated the Link Governor Roles and Committee document. As none of the trustees had asked for a change the document will be uploaded onto GovHub very soon.</p> <p>li) LH advised that trustees could go to the 'Key' button on GovHub to view suitable questions which could help all our link trustees.</p> <p>lii) A template for school visits will be updated with links to useful sites to adapt for trustee visits to relate to the Strategic Vision Plans.</p> <p>ACTION: LH to produce an adapted template for school visits by 8 November 2021.</p> <p>SC advised that she would continue to work on her experiences of having carried out visits as the Safeguarding Link trustee.</p>	LH
15	Trust's Strategic Vision 2021/2025	

<p>LH advised that the document has been updated and circulated. Page 7 sets out how we as trustees would know that strategic aims had been fulfilled. DM/LW and AL have reviewed and the document has been signed off by the board except for Page 7 – hence wish to discuss the ‘success criteria’ as stated please?</p> <p>A good discussion was held regarding this item.</p> <p>Q: AC: I would expect it to say ‘as measured by.....’?</p> <p>A: LH: I.e. how will we know ‘before’ and ‘after’ to see progress....</p> <p>Q: MG: Some tough measures if we state 100%?</p> <p>Q: SC: If children chose not to take up opportunities even if they are offered, the schools may demonstrate different results due to cohorts?</p> <p>A: LW: I like us adding comment to help evaluate. We must take steps to execute actions to attain results as far as possible. Some children will take up several additional offers but some won’t - we need to talk to the Headteachers.</p> <p>AL: Enrichment happens during the day – not just after school.</p> <p>Q: CI: As a parent, how do we ensure the offers are not run on a ‘first come, first served’ basis? How do we get feedback from parents that it was equably accessible?</p> <p>AC: We ‘provide’, not necessarily ‘target’. Are we looking at those who don’t naturally take up some offers?</p> <p>SC: To have a broad range on offer, can they identify if any pupils don’t take up anything?</p> <p>LH: It would be useful to look at what all the schools are offering.</p> <p>Q: LH: Are we agreed that, if we add in as suggested, we can agree?</p> <p>ACTION: LH to add in ‘before’, ‘as measured by.....’, and ‘after’, with opportunity to add comment to help evaluate as appropriate.</p> <p>Q: IW: I thought that we were going to steer FCC towards a more academic provision? 44% of our children stayed on at FCC.</p> <p>LW: We want to keep the children who want to study academic subjects.</p> <p>DM: We are offering Psychology and Politics. We need to provide the right subjects to attract the pupils.</p> <p>JS: Is there provision to integrate GCSE and A Level so that careers advice is given to help them to start thinking?</p> <p>IW: It’s not just about learning – also career choice.</p> <p>LH: We have two challenges:</p> <ol style="list-style-type: none"> 1) responsibility to give good career advice, and 2) capturing as many of our pupils as we can to study in our Sixth Form. <p>LH: It is good to have our advice measured by Gatsby Scores, which look at various measures, including apprentices.</p> <p>MG: We want inclusion and opportunity and want to be secondary school of choice.</p> <p>SC: To be the ‘provider of choice’.</p>	<p>LH</p>
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LH: We will do some more crafting around that bullet point, so that the 3-18 journey is the best educational opportunity and opens the widest number of doors.

DM: I might find some evidence-based...I have reviewed lots of strategic plan measures....

LH: Is the content right as long as we revise it as discussed?

MG: The timeplan is 2020-2025 – are we going to get two Primary and one Senior schools on board?

AC: How do we demonstrate our attractiveness? That would be a measure. We should mention it.

DM: Values/how we operate.

JC: Also being honest about our capacity to resource?

DM: Right sort of schools.

AC: Clearly recruitment is difficult at the moment, need to do succession planning, CPD, etc – how do we build future capacity? Need to grow our own talent....

SC: Should be ‘employer of choice’, so they join and stay.

AC: Our staff are everything....

JS: Doing more with less – sustainability....

LH: Caveat – strategic aims should be ambitious and stretching. Can we demonstrate that we have got payback?

MG: Criteria based on reality.

SC: Inclusivity is massively important, rather than academia.

DM: It is for us and for external stakeholders.

Q: LH: So, does this document remain a draft or we refine as we go along and approve as stands?

The Board **APPROVED** the document when it has been refined as per discussions at this meeting and it is held as live a moving document which could be updated.

Q: AC: Why is it for 5 years?
A: DM: Most plans are such.

LH: LW/DM./AL have crafted the 2021/2022 Strategic Operational Plan.

LW: Learners:

- i) I can see the thread 2020-2025 and have already done 18 months of progress towards this.
- ii) Recognising the impact of lockdown, etc on our own pupils.
- iii) We can’t take our eyes off the core subjects.

	<p>iv) The PP strategy of improving attendance continues – needs to improve.</p> <p>v) Helen Cox is now x 2 days per week on SEND.</p> <p>vi) FJS Plans – looking at the Vision.</p> <p>vii) Curriculum sequencing with Science, Art and History deep dives.</p> <p>viii) Helping to develop our Subject Leaders.</p> <p>ix) Ofsted inspections due.</p> <p>x) Mental Health Strategy to be rolled out – new Safeguarding person will be involved.</p> <p>xi) Heads and Senior Leaders are reviewing teaching and learning = Quality First to develop pupil outcomes and wellbeing.</p> <p>xii) New reading framework – will recruit for rolling this out.</p> <p>LH: ‘Learners first’ is where we have front loaded our focus and put most of our resources this year to make progress towards securing our vision. In respect of the Governance elements every trustee will have a role and function in this, and active engagement of LGBs with this plan.</p> <p>Q: SC: How does it map across to questions to governors?</p> <p>A: LH: Some individuals targeted but monitoring will largely go through ARC and QoE.</p> <p>ACTION: First Review point of Learning Progress at January 2022 Board Meeting.</p> <p>There were no further questions.</p> <p>DM then covered off CPD:</p> <p>i) The next stage after CV – remote working.</p> <p>ii) Leadership group for 3-18.</p> <p>iii) Subject Leader work.</p> <p>iv) Governance: extension of governance reviews to support LGBs to deliver.</p> <p>v) Relationship Culture: looking to develop across schools to achieve 3-18.</p> <p>vi) Staff Survey results being analysed and progressed.</p> <p>vii) Ofsted activities.</p> <p>viii) Strengthen and grow – working with the Vale Academy on actual projects – progressing well.</p> <p>ix) Expansion: Swindon schools are being encouraged to join the Trust. A Marketing and Communications Officer is joining FLT after half-term to support this.</p>	<p>LW/LH</p>
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	<p>X) Premises.</p> <p>Xi) External governance.</p> <p>Xii) Equality and Diversity: AL has discussed with the HR Consultant. It is difficult to assess.</p> <p>SC: Inclusion is essential.</p> <p>LH: I propose that the Strategic Plan is adopted as Annex B?</p> <p>The Board APPROVED the Strategic Plan as Annex B.</p>	
16	Confidential Items	
	Please see separate confidential minutes.	
17	Various Documents for Trustees	
	<p>(a) The Scheme of Delegation 2021/2022: as previously circulated to all. Trustees confirmed that this was ENDORSED and will be issued.</p> <p>(b) Academies Trust Handbook: A summary of the changes had previously been circulated to all. The Trustees CONFIRMED that they would comply with the contents.</p>	
18	Visit Reports from Link Governors	
	None received.	
19	Trust Health Check Reports	
	None received. A governance review at Watchfield is due shortly which would be circulated to the Headteacher, DM, AL, LW, PT and ARC, with anything significant being brought to the Board.	
20	Events in hand	
	<p>(a) Autumn Seminar 2021: planned for 12th October 2021. <i>Update post meeting postponed due to Watchfield's Ofsted visit that week.</i> To be re-arranged in due course.</p> <p>(b) Next Board Meeting: Thursday, 18 November 2021: via Teams starting at 4.30 p.m.</p> <p>(c). Pre-AGM Meeting: Thursday, 9 December 2021 in FCC Main Hall at 5.30 p.m. This will be followed by the Members-only AGM.</p>	
21	Receive reports from the Chair of Resources and Chair of QfE	
	<p>Resources The report was obtained and uploaded to GovHub following the meeting.</p> <p>QfE PT requested that trustees read his resume as uploaded onto GovHub.</p> <p>Terms of Reference: Both committees confirmed that these had been reviewed and were CONFIRMED.</p>	
22.	AOB – None	
	LH thanked all for their attendance and apologised for slight over run.	
	Close of Meeting - Meeting ended at 8.07 p.m.	

Approved and Signed off by:

Date: