

# Minutes - Board of Directors

**Version:** Approved  
**Meeting Date:** Thursday 12 October 2023  
**Location:** CLF Institute  
**Time:** 4.00pm

<b>Chair:</b>	Paul Olomolaiye (PO)	Chair of the Board (member and Director)
<b>Trustees:</b>	Rachel Mortlock (RM)	Vice Chair of the Board
	Su Coombes (SCO)	Director
	Bryony French (BF)	Director
	Suzanne Carrie (SCA)	Director
	Tim Spratt (TS)	Director
	Mark Davies (MD) [part]	Director
<b>Attendees:</b>	Yvonne Beach (YB)	Observer
	Orville Lynch (OL)	Observer
	Ashley Milum (AM)	Observer
	Zarah Morwood (ZM)	Observer
	Deb Atack (DA)	Member/Director (online)
	Steve Taylor (ST)	CEO
	Dan Nicholls (DN) [part]	Executive Director of Education, Deputy CEO
	Sally Apps (SA)	Education Director
	Susie Weaver (SW)	Education Director
	Kate Richardson (KR)	Education Director
	Alison Fletcher (AFL)	Director of CLF Institute
	Rachel Mylrea (RM)	Director of HR
	Liz Tincknell (LT)	Head of Governance
	Sarah Lovell (SL)	Chief Operating Officer
<b>Apologies:</b>	Wendy Hellin (WH)	Clerk
	Adrian Coleman (ACO)	Director

## Matters Arising

Action date and no	Relates to item no	Action	Owner
22.06.23 02	9.4.4	RMY will provide a breakdown of responses by ethnicity in the next Operations Report to board. Update 13.07.23: This will be provided at the October board meeting. RM reported this has been included in the Operations Report for this meeting. This action can be <b>closed</b> .	RMY
22.06.23 03	9.4.6	RMY to provide analysis on why a disproportionate number of black members of staff are leaving the trust. Update 13.07.23: This will be provided at the October board meeting. This has been included in the Operations Report for this meeting. This action can be <b>closed</b> .	RMY
22.06.23 04	10.1.3	LT to confirm details of the Governance Review at the October board meeting. Update 13.07.23: LT reported that the proposals for the Governance Review have been received and NGA has been appointed to carry out the review, with the scope outlined. The review will begin in September, and an update will be	LT

		provided at the October board meeting. This item is on the agenda for today and can be <b>closed</b> .	
13.07.23 01	5.6.1	The training programme for next year will be confirmed and shared at the October board meeting. This item has not yet been completed; it is tied into the outcome of the Governance Review and will be carried over to the December board meeting. <b>Ongoing</b> .	AFL
13.07.23 02	6.5.4	SL to review the 3-year budget forecast position. SL reported that this has been completed. This item can be <b>closed</b> .	SL
13.07.23 03	6.8.1	SL to bring the Technical Advisor procurement to the October board meeting. This item appears later on the agenda. This action can be <b>closed</b> .	SL

### Minutes

Item	Description	Action
<b>1</b>	<b>Confidential Item on Pay</b>	
1.1	The board discussed a confidential proposal on the pay award for the CEO. PO described the process that had been carried out, including benchmarking and performance reviews. Following discussion and questions, the board approved the proposal.	
<b>2</b>	<b>Introductions, Administration, Apologies</b>	
2.1	Executive colleagues joined the meeting. PO welcomed everyone and introductions were made. Apologies are recorded above. The board welcomed the four new Directors, observing the meeting today, Orville Lynch, Ashley Milum, Zarah Morwood and Yvonne Beach.	
2.2	The updated risk register is included for reference at Flag A*. This is a starred item.	
<b>3</b>	<b>Election of Chair and Vice Chair</b>	
3.1	LT asked for nominations for the role of Chair. PO was nominated. There were no further nominations .PO left the meeting to allow a vote to take place. A vote was taken. PO was elected as Chair. PO rejoined the meeting. LT asked for nominations for the role of Vice-Chair. RM was nominated. There were no further nominations. RM left the room. A vote was taken. RM was elected as Vice-Chair. RM rejoined the meeting.	
<b>4</b>	<b>Declarations of Interest/Member &amp; Director Declarations</b>	
4.1	No verbal declarations were made.	
<b>5</b>	<b>Minutes of Previous Meetings</b>	
5.1	Minutes of the meeting of 13 July 2023 were approved, subject to noting that SCA had given apologies for the meeting. TS advised that an action included at 6.5.2.1 has not been included in the action table. WH will update this.	<b>WH</b>
<b>6</b>	<b>Matters Arising</b>	
6.1	The action table has been updated above.	
<b>7</b>	<b>Education Report</b>	
<b>7.1</b>	<b>Input from Educational Scrutiny</b>	
7.1.1	RM reported that the structure of the Academy Scrutiny meetings has changed: there is now a distinct panel for each of primary, secondary and AP/Special Schools. RM chairs the primary panel and provided an update on the recent meeting where the panel met with BPA, HVA and HMA.	
7.1.2	SCA chairs the secondary scrutiny panel and provided an update on the September meeting where the panel met with BA, KOA and DSSB. The panel had been impressed around how the Principals had analysed their data and had very clear plans for improvement for the year ahead. It was also noted that the Chairs that attended were very well prepared and able to discuss the challenges of their setting.	
<b>7.2</b>	<b>Key Stages EYFS to P16</b>	
7.2.1	DN highlighted key areas of the report and invited questions from the board.	

<b>7.3</b>	<b>Questions from Governors</b>	
<b>7.3.1</b>	<b>Have you correlated the attainment data for disadvantaged students with their attendance data?</b>	
7.3.2	Yes, we have analysed the data and can see that if a student is in attendance for 90% of the time, students make some progress, if they attend for 98%, they do much better. However, it is not a direct measure because disadvantaged students also progress less than their peers due to other issues they may have. This will be a big part of the conference next week, as well as a theme of belonging.	
<b>7.3.3</b>	<b>Are schools doing better than other schools in Bristol, for attendance?</b>	
7.3.4	Yes, in so much as Bristol's attendance is at around 90.3%. However, that is low. The CLF are doing better than the Southwest but not better than national.	
<b>7.3.5</b>	<b>The special schools and AP we have are very unique, as are the students that attend. How can the board, through the trust, get a set of metrics against which to measure the attendance of those specific provision?</b>	
7.3.6	The reason they are not included in the top set of data is that we do not have national and special comparative data that aligns in terms of SEMH need. The only comparison we have is with special schools which contain a range of needs, and this is an unhelpful comparison for the trust. Typically, special attendance data is closer to the secondary level average, while data from SEMH attendance is typically much lower, so we need to look at it on a case-by-case basis. We have attendance audits and professional development and support on hand, and this forms our quality assurance. As the trust works with more special and AP schools, the data sets will increase.	
<b>7.3.7</b>	<b>Is it possible to work with another trust to look at benchmarking and produce some metrics against which to measure attendance for special/AP/SEMH?</b>	
7.3.8	We do have an insight into data with other local groups, such as special and AP. A lot depends on specific context for each child though, such as whether a child qualifies for transport, for example, so it is very contextualised, but we do share data.	
<b>7.3.9</b>	<b>Are we on top of things in regard to commissioning of pupils into special and AP schools?</b>	
7.3.10	We are not yet on top of it, but we are involved in ongoing conversations with the different Local Authorities. There is still a lot of variability between Local Authorities.	
<b>7.3.11</b>	<b>Do you have full destination data for all students?</b>	
7.3.12	Yes, we do capture destination data. It can be a challenge, both within the trust and nationally. Within the trust, we are working with the data team to track that and do it well across the first year of destinations. The data for the second and third year is more challenging. It is a piece of work that still requires focus; the data is not as robust as we would like.	
<b>7.3.13</b>	<b>How quickly could you gather destinations information that you could bring to a future board meeting?</b>	
7.3.14	We would be able to bring that to the December meeting. <b>ACTION: Destinations data to be brought to the December board meeting.</b>	SW
<b>7.3.15</b>	<b>Looking at the target set of 60% for 9 – 4 including English and Maths, how far away from that do you think schools are? Is there sufficient progress being made in order to achieve that?</b>	
7.3.16	The challenge with setting one target across, is pitching it at an appropriate level. Academies can achieve against the standard if they close the gap from one year to the next. We know it is achievable; SA is a good example of an academy surpassing the target last year. It is also not just a whole cohort target; it could be that some departments within an academy achieve the target, even if the academy as a whole does not.	
<b>7.3.17</b>	<b>What is the intended impact of the Attendance Hub for the CLF?</b>	

7.3.18	We have just had our second Attendance Hub meeting. We applied to become a hub with the knowledge that attendance is something we have not yet fully sorted. There are some academies with stronger attendance data and WFA is one of them. We are using the work of WFA as a case study both in the hub and across the trust to support attendance practice. It is firmly rooted in the view that school is trust, and trust is school. The focus on status, esteem and belonging is also key and this is part of the trust's attendance strategy. All schools follow the same policy and much of the processes also align. It is really useful to share back with colleagues the impact those things are having when they are used in a certain way and that is what we call our attendance culture. As a result of having the attendance hub we have been asked to run the southwest attendance network; it is free and open to any schools interested in attendance. We are very happy to share our resources, very openly, with anyone in need.	
<b>7.3.19</b>	<b>What is the intended impact for the CLF?</b>	
7.3.20	When you look at the attendance data, we are above the Bristol average and we are competitive, but the Bristol average is 90% which is the marker for persistent absence. We use our attendance tools to improve culture, longer term, to move attendance up the agenda, rather than focusing on small quick wins.	
<b>7.3.21</b>	<b>Is there any learning for AP in particular that you have taken from the hub work?</b>	
7.3.22	Yes, there has been. This term we have the opportunity to link with the other lead attendance hubs – there are hubs for AP and special. Our Attendance Hub is primary based at WFA. We do now have those useful links and connections.	
7.4	<b>Safeguarding</b>	
7.4.1	SW reported that she has met with the Safeguarding Board link, SCO. The Safeguarding Annual Report has been circulated. The report outlines the priorities for 2024. It is a trust wide approach with a focus on SEND, EDI, online safety, mental health and wellbeing. As part of the pupil voice aspect, there is a focus on communication and accountability. There is a key focus on ensuring the systems in place are effective and efficient in each academy, particularly as the trust grows.	
7.4.2	Terms 5 and 6 were spent carrying out audits in each academy in order to identify themes and patterns to take forward and to give us risk scores. Those areas scoring lower in the audit will be a feature of the plan going forward and will form part of the work of the DSL group. The DSL network meetings continue to take place with planned agendas.	
7.4.3	<b>Questions</b>	
7.4.4	<b>You are now working across five Local Authorities rather than three. Does that move the trust into an area of different safeguarding partnerships? Are you certain that we fulfil the requirements of each of those partnerships, particularly in respect of training requirements?</b>	
7.4.5	No, it doesn't move us to any new partnership arrangements. We work very closely with the different Local Authorities and with the guidance around partnerships. There will be areas of work that we are having to increase our knowledge of in terms of partnership requirements in those two new growth areas. We have checked the training requirements and they are acceptable in terms of partnership arrangements.	
7.4.6	<b>You will have more children in the trust with special and AP needs. How is the work you are doing around safeguarding changing, to ensure the trust has a really good understanding of what the absolute best practice in safeguarding looks like for those most vulnerable children in special schools particularly?</b>	
7.4.7	We had the opportunity to be involved with SEND partnership networks and rural trust groups and this provides a good opportunity to access stronger practice and strong networks with SEND and AP and also with EDI. That intersectionality is important to recognise. There is a good level of expertise in the trust, and we are linking with the right	

	partners. There is still an enormous amount of work to do to keep the pace there, in a challenging set of circumstances.	
<b>7.4.8</b>	<b>Are you noticing any difference in thresholds? How have you managed that?</b>	
7.4.9	The work we have done, over time, to secure strong positive relationships with the individual Local Authorities that we are part of, is serving us well as we move into the new level of those arrangements where we build new relationships or maintain existing ones, and we are noticing the difference, particularly around thresholds, decision making and following process. We are doing a good job of using what we have known to work well, to apply to different contexts.	
7.4.10	SCO reported that she meets SW and SB regularly and that the trust always provides full updates in relation to all the priority areas. The team responds to change and reflects on emerging issues and are always looking to review and refine processes to ensure they are as robust as possible.	
<b>7.5</b>	<b>CLF Institute</b>	
<b>7.5.1</b>	<p>AFL provided the following highlights on the CLF Institute report:</p> <ul style="list-style-type: none"> <li>• SCITT recruitment remains challenging; this year there are 56 recruits compared to over 100 just two years ago. Once recruited, retention is also a challenge as many recruits struggle financially and subsequently withdraw.</li> <li>• The other Lead Partners are also struggling with SCITT recruitment it is not an isolated challenge for the trust.</li> <li>• The lack of SCITT trainees also has a knock-on effect for subsequent teacher recruitment.</li> <li>• Colleagues are looking at ways to grow recruitment; this includes tapping into pools of graduates that may be considering teacher training.</li> <li>• Recruitment at primary phase looks stronger (the numbers are in the report); however, this is skewed due to lower targets being set. Secondary recruitment is very subject specific.</li> <li>• The bursary payments change each year and correlate to those difficult to recruit to subjects. This year they are offered for maths, sciences and computing.</li> <li>• Flexible part-time routes are now being considered, so that trainees can also work part time whilst they train.</li> <li>• There are data in the report around SCITT training completion and success in employment and the number going into the CLF and partnership schools.</li> <li>• Due to being part of the Five Counties Alliance, the trust can also train EY teachers; however, the mentoring load is high and this correlates to some issues with retention. The DfE's Recruitment and Retention Policy has not solved that issue and a revised strategy is expected from the DfE.</li> <li>• The CLF SCITT is in the Ofsted Inspection window and will be inspected between January and July 2024.</li> <li>• From September 2024 the SCITT will operate under the name Five Counties SCITT, as Accredited Provider, with recruitment to the central Cabot Learning Federation cohort and to Lead Partners, Olympus Academy Trust, The Leaf Trust, and The Priory Learning Trust, covering the Five Counties region.</li> <li>• Teaching School Hubs (TSHs) have to re-apply for designation from 2024-25, for a 4-year contract period Sept 2024-Aug 2028. The DfE is seeking to designate 87 TSHs again, based on the current 87 areas.</li> <li>• The application process closes on 20 October. The eligibility criteria are based on performance/ outcomes of a Lead School. Applicants also must be acting as a Delivery Partner for ECF and NPQ programmes and be able to demonstrate suitable</li> </ul>	

	<p>experience, expertise, and capacity to deliver the TSH role and a strong track record in teacher development.</p> <ul style="list-style-type: none"> <li>Engagement data for schools engaged with the Teaching School Hubs are included in the report.</li> <li>Work of the Maths Hub is included in the report and is also regularly reported to the Maths Hub Board.</li> <li>The Maths Hub is working with Voice 21 on oracy and the part it plays in secondary maths.</li> <li>The CLF Autumn conference takes place next week where it will host over 1900 staff over 3 sites. The theme this year is ‘Belonging.’</li> </ul>	
<b>7.6</b>	<b>Questions from the board</b>	
<b>7.6.1</b>	<b>How are you trying to increase recruitment to SCITT? What avenues are there to do this?</b>	
7.6.2	People apply via the DfE platform, and we can post recruitment messages there. We have our own SCITT website as well as access to the Five Counties Alliance website. There are recruitment events around the country every couple of months, that the CLF attend, as well as open events in schools. SCITT trainees are in the Institute each Friday and prospective trainees are welcomed to come and observe those sessions. Prospective trainees are also reached via various alumni and via community links.	
7.6.3	MD left the meeting.	
<b>8</b>	<b>Strategic Developments</b>	
<b>8.1</b>	<b>CEO’s Report</b>	
8.1.1	ST reported that there is an update at the start of his paper on scale and growth; if all planned growth takes place the trust will have 35 academies by February 2024. The paper also details some of the kinds of scenarios where approaches are made by schools to join the CLF and are rejected. In some of those instances, the trust will offer school to school support to those schools. In terms of further conversations that take place regarding future growth, the strategy continues to be a focus on growing the five existing clusters; nothing is currently being considered beyond that reach. It is hoped that growth can take place in Gloucestershire and Somerset to ensure those clusters are successful and sustainable.	
8.1.2	ST confirmed that TS has been deployed to WHA. An ARV took place today, to seek validation of some of the items in the Rapid Improvement Plan and a report will be produced shortly to identify key priorities going forward.	
8.1.3	ST thanked trustees for their flexibility following discussions about key roles and responsibilities that took place at the Member’s Review Day. The proposed new roles and responsibilities for trustees are detailed in Appendix 1, and the board are asked to approve the proposal. <b>Decision: The board approved the Board and Trustee sub-committee composition and roles document as at Appendix 1.</b>	
8.1.4	ST noted the success of the Board Away Day that took place immediately prior to this board meeting, and thanked LT for arranging that. <b>ACTION: TS asked that ST write to Matthew Main (Regional Office for DfE) on behalf of the board, to thank him for his time with trustees.</b>	ST
<b>8.2</b>	<b>Growth</b>	
8.2.1	YB provided an update on the discussions that took place at the Growth Committee meeting. YB confirmed that members of the Growth Committee recommend that the board approves the proposal for growth. ST noted that there was one outstanding action, that arose due to the timing of the Growth Committee meeting. SL was unable to confirm the financial position of the Waycroft Trust due to the audited accounts not being finalised at the time. SL has now pursued that with Waycroft and confirmed that subject to a couple of caveats from the accountants completing the work, the end of year position looks to be in the region of £300k; so a good financial position.	



8.2.2	<b>Decision:</b> The board approved the proposal for Queen Margaret Primary School and three academies from Waycroft Trust (Waycroft, Woodlands, and Wicklea) to join the CLF on 1 <sup>st</sup> February 2024.	
9	<b>Finance Report</b>	
9.1	<p>SL highlighted:</p> <ul style="list-style-type: none"> <li>• The report details key areas and priorities for finances across trust.</li> <li>• The audit of the annual accounts is underway; there is some additional complexity with four schools joining mid-year.</li> <li>• The trust is broadly on track to be on budget at year-end.</li> <li>• The Financial Regulations will be reviewed and discussed at FEG in November before being brought to board at the December meeting.</li> <li>• The management accounts have been included in the papers. These show a surplus of £857k, a positive variance. This is due to a range of factors. Some is due to the new schools joining.</li> <li>• The cash flow position looks healthy (details included in the Finance Paper), and the trust is about to start using the new investment portal approved by the board in the summer.</li> <li>• The draft figures show reserves finishing at around £8.5million, subject to adjustments for planned capital works.</li> <li>• Overall, the accounts are in a positive position, given the particularly challenging year, that started with an unfunded pay award and rising energy and utility costs.</li> </ul>	
9.2	<b>Questions from the board</b>	
9.3	<b>Recognising the response given at last board, there are still some concerns about the large variance in the supply budget. Are you able to relook at the 23/24 budget to ensure it is as accurate as possible to avoid a large variance at year end?</b>	
9.4	We can look at it again and can bring some information back to the next board meeting in December. It is an ongoing challenge. We are tracking the use of supply closely. Some of the additional spend is due to the recruitment challenges and the need to ensure staff wellbeing; the effect of reducing supply can be an unacceptable workload for staff which in turn results in higher sickness levels. <b>ACTION: SL to relook at the budget position and spend for supply and report back to the December board meeting.</b>	SL
9.5	<b>Do you think the supply variance is representative across other trusts?</b>	
9.6	It is not a challenge unique to the CLF. The real challenge is still that there is a lack of available high quality supply teachers.	
9.7	<b>In terms of the schools joining the trust, are they aware that the CLF will now be in charge of any reserves they have? Tewkesbury has reserves of £1.2m. How transparent have we been with those schools that have healthy reserves balances?</b>	
9.8	Often one of the first questions that a prospective school asks is whether they are able to retain their own reserves. Sometimes they are happy for reserves to transfer to the trust, sometimes not. In the case of Tewkesbury, we have agreed as part of the transfer that they are able to retain their reserves. The funds are still subject to trust sign off in terms of ensuring it is spent appropriately and value for money achieved. This is not an uncommon request for those schools with large reserves.	
9.9	<b>When trustees visited KOA, they were pleased to see the new cafeteria now in operation. However, they noted the poor condition of the site overall. Reports detail that it is the site of most concern in the trust. Can a proportion of the current reserves balance be spent to improve the conditions at KOA?</b>	
9.10	The improvement of all sites across the trust is an ongoing challenge. The investment in the new canteen at KOA was achieved through the use of some of the reserves. There are a number of other improvements that took place over the summer, including heating and	

	toilet improvements. Some of the improvements cannot necessarily be seen if you are walking the site, but they are there. The accommodation most in need of investment at present is that of Lime Hills Academy.	
<b>10</b>	<b>Operations Report</b>	
<b>10.1</b>	<b>Professional Services Update</b>	
10.1.1	<p>SL provided the following highlights in terms of Professional Services:</p> <ul style="list-style-type: none"> <li>• An overview of the Professional Services Plan for the year is included in the report.</li> <li>• In terms of growth, the two live projects are Redstart (with 4 schools joining in January 2024) and Heathfield (which has been delayed by 1 month).</li> <li>• Extensive research has been carried out around a new name for Heathfield. This has included consultation with pupils, families and other stakeholders. The proposed name is Monkton Wood Academy. The usual checks have been carried out to ensure it is a suitable name to use and there were no concerns highlighted.</li> </ul> <p><b>Decision: The board approved that Heathfield School be renamed Monkton Wood Academy.</b></p>	
<b>10.1.2</b>	<b>Questions from trustees</b>	
<b>10.1.3</b>	<b>What happens about rebranding of the uniform? How will families be assisted with the cost of replacing a uniform?</b>	
10.1.4	We are very conscious of the need to keep costs down for parents and carers. The re-branding involves a new logo, new signage and a new uniform. The uniform change will be phased over time with consideration given to affordability. Families that are struggling will be provided some assistance. In the past, for example, the trust has purchased a new tie for every child in a school.	
<b>10.2</b>	<b>Corporate Services (including Estates and Projects)</b>	
10.2.1	Estates and Projects	
	<p>MT provided the following highlights from his report:</p> <ul style="list-style-type: none"> <li>• It has now been confirmed that there is no RAAC in any of the CLF sites.</li> <li>• Due to a need to redesign the site entrance for the new build at LHA, there is a delay in planning permission. However, it is anticipated that the completion date of August 2025 will still be met.</li> <li>• The WHA building project has been delayed; children will now be on site at the start of Term 3 rather than Term 2 as anticipated.</li> <li>• At the last board meeting the Technical Procurement contract was proposed for sign off, however ACO had a question that needed clarification. That has now been completed and ACO has advised he is happy with the proposal. <b>Decision: The board delegated second sign off to BF.</b></li> </ul>	
<b>10.3</b>	<b>IT</b>	
10.3.1	AL highlighted the significant works undertaken over the summer to rebuild the IT networks at Tewkesbury, Lansdown Park Academy, The Brook Academy and Sky Academy. Over 800 new devices have been introduced to those networks and lots of data migration has been carried out.	
10.3.2	There has been a busy start to term, as usual, with additional snagging work being carried out. The team is currently preparing for the IT rebuild at Monkton Park Academy in the next week or two.	
10.3.3	The IT team has grown with the addition of two colleagues from Tewkesbury who have been inducted to the CLF standard, and the addition of an IT Project Engineer who provides dedicated capacity to support growth.	
<b>10.3.4</b>	<b>Questions from trustees</b>	



10.3.5	<b>In relation to safeguarding and IT, how quickly does the CPOMs integration happen? Can you provide assurance that the new schools can access this application quickly to log necessary incidents?</b>	
10.3.6	Yes. This links back to the focus on ensuring systems are migrated as soon as possible. A number of areas have been standardised across the trust, including CPOMs, and this is now included as a standing part of the IT build when a new school comes on board. In addition, the relevant safeguarding software is installed across all sites to ensure the base level safety features are operating.	
10.3.7	<b>During lockdown, the trust worked hard to ensure all families had access to IT in their homes, largely in the form of laptops. Do those families still have those devices?</b>	
10.3.8	A number of devices are still with families. During lockdown we developed a laptop library to track devices as every academy had different needs. Some still have devices on loan, others keep them in school on a laptop trolley for students to use on site.	
10.4	<b>HR</b>	
10.4.1	RM highlighted that September has been a particularly busy time for the HR team due to the high number of new starters (272). <b>ACTION: SCO requested that RM provide a breakdown of the 272 starters by role, gender, diversity at the next board meeting.</b>	RM
10.4.2	The pay award has now been approved by unions and paid to staff.	
10.4.3	The sickness percentage for last year was lower than the year before. The concern is the increase in sickness for term-time only professional services staff, particularly where the absence is due to anxiety, depression or mental health concerns. Concerns were also highlighted in the People and Wellbeing Executive Group around the high number of absences where the reason was 'unknown' in some academies. This will be explored further and reported back to the People and Wellbeing Executive Group.	
10.4.4	The trust has gone out to tender for a Master Supply Vendor and through the tender process has had three applications. AWS is the preferred contract. The contract value is up to £15m over a five-year period (projected spend of up to £3m per year), with the contract being one of 3 years with the option to extend by a further 2 years. The contract is an approved framework. RM proposed that the board approve the award of the contract to AWS.	
10.4.5	<b>Questions from trustees</b>	
10.4.6	<b>Have the normal procurement processes been followed correctly?</b>	
10.4.7	Yes.	
10.4.8	<b>Are there any onerous risks for the board to be aware of?</b>	
10.4.9	No.	
10.4.10	<b>Is the projected £3m spend based on current academies in the trust?</b>	
10.4.11	Yes.	
10.4.12	<b>Decision: The board approved the award of the Master Vendor Contract.</b>	
10.5	<b>EDI</b>	
10.5.1	SW highlighted that the areas of focus for the EDI sub-strategy feed into the RH work described by RM.	
10.5.2	<b>Questions from trustees</b>	
10.5.3	<b>What is the EDI strategy trying to achieve for the trust, if all the KPIs are achieved?</b>	
10.5.4	The desired outcome is a representative workforce and a number of other metrics around staff voice and retention. Some of the KPIs set are relevant to specific staff networks A sense of belonging against those characteristics will support recruitment, retention and staff voice over time.	
11	<b>Governance</b>	
11.1	<b>Governance Paper</b>	

11.1.1	The Governance Report is included at Flag L. The approval of the Board and Sub-Committee structure has been completed at item 8.1.3 above.	
11.1.2	GJO has stepped down as a member. DA moves from a Director to a member.	
11.1.3	In terms of recruitment, 7 further vacancies for Academy Councils have been filled.	
11.1.4	The External Review of Governance is underway, and the report will be finalised in the next month or two. The main theme coming from the review is that processes should be streamlined to ensure the most benefit is being achieved from the time volunteered by the Academy Councillors and other governance volunteers.	
11.1.5	LT reported that the number of complaints received has fallen.	
<b>11.2</b>	<b>Policies</b>	
11.2.1	The board approved the following policies: <ul style="list-style-type: none"> <li>• RHSE Policy</li> <li>• Exclusions Policy</li> <li>• Sub-Contracting Policy</li> </ul>	
11.2.2	The board approved the move to consultation on the Admissions Policies for BPA, FVA and TA. There are no changes proposed to the policies for FVA and TA. A consultation is required as the policies have not been out to consultation for the last 7 years. It is proposed that at BPA the PAN is reduced so that the school is a two-form entry rather than a three-form entry from September 2025. This is due to a fall in pupil numbers over time. <b>Decision: The board approved the move to consultation on the Admissions Policies for FVA, TA and BPA.</b>	
<b>11.3</b>	<b>COAC Renewals</b>	
11.3.1	<b>Decision: The board approved the renewal of Term of Office of Brigid Allen as COAC for SV.</b>	
<b>11.4</b>	<b>DAF: Partial Delegations</b>	
11.4.1	<b>Decision:</b> The board approved the following partial delegations: Legal: Chair and ZM Finance: Chair and BF HR: Chair and DA	
<b>11.5</b>	<b>Report of the Sub-committees that have met since the last board meeting</b>	
11.5.1	<b>Chairs of Academy Council (DN)</b> DN advised that the COAC committee met ahead of the Board and Academy Council Results and Strategic Review meeting on 27 September to share summer outcomes and plan for the trust wide meeting. The meeting was well attended.	
11.5.2	<b>Growth Committee (MD)</b> This has already been covered during this meeting.	
<b>12</b>	<b>Any Other Business</b>	
12.1	The next board meeting takes place on 14 December 2023 and will be immediately followed by the AGM.	
12.2	The meeting closed at 7.30pm.	

Action date and no	Relates to item no	Action	Owner
13.07.23 01	5.6.1	The training programme for next year will be confirmed and shared at the October board meeting. This item has not yet been completed; it is tied into the outcome of the Governance Review and will be carried over to the December board meeting. <b>Ongoing.</b>	<b>AFL</b>

13.07.23 02	6.5.2.1 (and 5.1 on these minutes)	Due to the easing of the financial pressure due to the pay award being partially funded, the board asked if it would be sensible to increase the supply budget to ensure there was not a large variance in 6- or 12-months' time. <b>ACTION: SL to review the position and consider which lines to add the funding to (3% funded pay award).</b>	<b>SL</b>
12.10.23 01	7.3.14	Destinations data to be brought to the December board meeting.	<b>SW</b>
12.10.23 02	8.1.4	TS asked that ST write to Matthew Main (Regional Office for DfE) on behalf of the board, to thank him for his time with trustees.	<b>ST</b>
12.10.23 03	9.4	SL to relook at the budget position and spend for supply and report back to the December board meeting.	<b>SL</b>
12.10.23 04	10.4.1	SCO requested that RM provide a breakdown of the 272 starters by role, gender, diversity at the next board meeting.	<b>RM</b>