

Minutes - Board of Directors

Version: Approved
Meeting Date: Thursday 14 December 2023
Location: WHA Locking Parklands
Time: 4.00pm

Chair:	Paul Olomolaiye (PO)	Chair of the Board (member and Director)
Trustees:	Rachel Mortlock (RM)	Vice Chair of the Board (TEAMS)
	Su Coombes (SCO)	Director
	Bryony French (BF)	Director
	Suzanne Carrie (SCA)	Director
	Tim Spratt (TS)	Director
	Adrian Coleman (ACO)	Director
	Yvonne Beach (YB)	Director
	Orville Lynch (OL)	Director
Attendees:	Airlie Fife (AF)	Member
	Steve Taylor (ST)	CEO
	Dan Nicholls (DN)	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
Apologies:	Wendy Hellin (WH)	Clerk
	Mark Davies (MD)	Director
	Ashley Milum (AM)	Director
	Zarah Morwood (ZM)	Director

Matters Arising

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. Update 14.12.23: The training plan is now in draft form and shows the training sessions and Link Councillor networks for Terms 4 – 6. The wider team has been looking at the possibility of using Governor Hub in the future and some decisions around training are contingent on that. Closed.	AFL
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. Update 14.12.23: This has been completed in terms of funding and this brings the surplus up to £250k. This will now be reviewed to consider which lines to add the funding to. Closed.	SL

12.10.23 01	7.3.14	Destinations data to be brought to the December board meeting. Update 14.12.23: SW advised that the Education report details the plan in terms of gathering destinations data. A paper is being put together by the data team and Careers Leads. In terms of current destinations data, the five Local Authorities that the trust work with all have different requirements in terms of destinations data. Therefore, the trust is devising it's own model. There are 1518 students in the cohort, although data is not yet included for all schools in the trust. Students intending to go to FE is 38% compared to 40% nationally, to Post 16 provision is 32% compared to 52% nationally, 5% indicated they were going on to an apprenticeship compared to 6% nationally. There is an 'other' category and that amounts to 2%. There are then 19% that are currently unknown. Work in this area continues and a further update will be brought to the board towards the end of the academic year. ACTION: SW to update the board on destinations data at the June board meeting.	SW
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. This has been completed and can be closed.	ST
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. This is detailed in the finance report and can be closed.	SL
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. This is included in the board pack at Flag K1. This has been completed and can be closed.	RM

Minutes

Item	Description	Action
2	Introductions, Administration, Apologies	
2.1	PO welcomed everyone and introductions were made. Apologies are recorded above.	
2.2	The updated risk register is included for reference at Flag A*. This is a starred item. PO noted that some risks had not been updated for some time. SL advised that the date referred to was the date that the template was last refreshed, as opposed to the date that the risk was amended. ACTION: SL will amend the risk register to make clear the date that each risk was last reviewed, even where there is no change to the level of risk or mitigation.	SL
4	Declarations of Interest/Member & Director Declarations	
4.1	No verbal declarations were made.	
5	Minutes of Previous Meetings	
5.1	Minutes of the meeting of 12 October 2023 were approved.	
6	Matters Arising	
6.1	The action table has been updated above.	
7	Education Report	
7.1	Input from Education Scrutiny	
7.1.1	RM reported that the primary phase Education Scrutiny Committee had not met since the last board meeting.	
7.1.2	SCA reported that the secondary phase Education Scrutiny Committee had met with BBA, HPA and CAB and had been impressed with the responses from Principals and Chairs of Council and at the level of scrutiny provided. Councils were strong but Chairs did talk about the challenge to keep them full, well trained and confident. There was evidence across the academies of good use of the School Improvement Team. Work is going on to ensure consistency across the schools, particularly with things such as behavioural strategies in the classroom.	
7.1.3	DN noted that AM had sent apologies for this meeting and advised that AM had chaired his first special and AP phase scrutiny panel which had been very positive. There was strong governance evidenced at Brook Academy and the panel discussed ways that special and alternative provisions measure themselves in terms of the metrics used. SA is leading a piece	

	of work in this area and advised that Directors are welcome to join a small working group looking at this. PO and YB expressed an interest in supporting this.	
7.2	Key Stages EYFS to P16	
7.2.1	DN highlighted key areas of the report and invited questions from the board.	
7.2.2	Questions from trustees	
7.2.3	How can you be sure the students will make the significant jump required to meet the predictions made in English and Maths?	
7.2.4	We have tracked the same numbers at this time of year for the last 6 or 7 years so have a lot of experience in this. We look at that data and take averages across the schools; each make different amounts of progress. The jump the whole trust cohort makes from now to the actual exam results is very consistent. The order in which academies perform in the spring mock exam, is typically really close to the actual order in the summer.	
7.2.5	Are you saying that despite the large jump, you are confident the predictions will be reached?	
7.2.6	Yes.	
7.2.7	Is there a reason why attendance for special and alternative provision is lower than the national average?	
7.2.8	Yes, the national average measures special schools but not those that have SEMH as a primary need. We chose to compare ourselves to national because we set our sites at that level, however, for a truer comparison we look to similar neighbouring schools.	
7.2.9	There are a number of new schools joining ahead of the summer exams. How are we onboarding those schools with regard to our practices around mock exams, exam preparation and support for disadvantaged students?	
7.2.10	We are aligning practices across those schools as quickly as is appropriate to do. Where we can, we have already started to align syllabi and curriculum. Both MWA and TA sat mocks in the same window. In terms of exam outcomes, the results of the new academies will be included as official CLF data in three years' time.	
7.2.11	At the October conference a number of ideas and initiatives around improving attendance were shared. How are you following up the actions from that conference? Are the strategies working?	
7.2.12	Some detail is included in the Education paper at page 14. Fiona Lightwood is the Attendance Manager for the trust and an Attendance Officer has been employed in each academy under the 'improving and growing' section of the strategy. They are responsible for the quality assurance of processes in the academy. A number of strategies are having positive impact; some will take longer, such as the need to instil a sense of belonging and the consistent use of positive language around attendance across the trust. This message has permeated through all schools through the leadership levels and beyond just those staff members with the word 'attendance' in their job titles and this is a positive step.	
7.3	Safeguarding	
7.3.1	SW confirmed that a safeguarding report will be brought to the next meeting.	SW
7.4	CLF Institute	
7.4.1	AFL highlighted key areas of the CLF Institute report and invited questions from the board.	
7.4.2	Questions from trustees	
7.4.3	In relation to ITT, what work are you doing to ensure there is diversity in the applicants for the programme?	
7.4.4	We continue to consider diversity and look to different potential pools of applicants. For example, we are in touch (through UWE) with a group of parents of children in schools in East Bristol and have seen some progress through to jobs within the trust. We strive to be more diverse than other providers in the region. We track recruitment data for those coming onto programmes and those going on to employment. The numbers are small at present. ACTION:	

	AFL to share diversity data for recruitment to the SCITT programme at the summer board meeting.	AFL
7.4.5	What happens if the teaching school hub reaccreditation is not successful?	
7.4.6	There is a small risk that another school could be given the lead role for the three hubs we have brought together, or that another existing lead school could make a bid to take one or more of our hubs. However, we have invested a lot in bringing a group of stakeholders on this journey with us. Part of the consideration for the bid is based on the track record for delivery of programmes, and the CLF is the biggest provider and has market share. The schools involved in the alliance are unlikely to go into competition with us. If we are not successful, we could retain the Five Counties brand without the DfE hubs funding and route the programmes through the CLF Institute.	
7.4.7	What are the latest developments with the National Institute of Teaching?	
7.4.8	They still exist and are here in Bristol. They operate mainly through Oasis Community Learning MAT and are responsible for NPQ and ITT programs. Their presence adds overall capacity to train, develop and recruit, and we work alongside them in a collaborative manner wherever possible.	
8	Strategic Developments	
8.1	CEO's Report	
8.1.1	ST advised that central and academy teams are currently doing exceptional work at pace and high volume. It is important to recognise that there have been strong achievements across academies since the start of the year, at same time as staff are inducting new schools. ST thanked all colleagues for their work and commitment to the trust.	
8.1.2	ST reported that the Member's meeting took place immediately before this trust board meeting. Members were complementary of the work undertaken especially of the onboarding of some 1000 new staff members. In February there will be 35 provisions in the trust and approximately 18,000 students.	
8.2	Growth Update	
8.2.1	SL provided key highlights from the Growth Report included at Flag F.	
8.2.2	ST advised that he, SL, SA, RM and Lis Jolley were invited to meet with the DfE a fortnight ago for an interview for a free school in Wells. This would be a 64-place SEMH special school. The CLF is one of two trusts being interviewed. An update is expected in the spring.	
8.2.3	ST reported that a further bid has been submitted for a large primary school on the Weston Airfield site, near HVA.	
8.2.4	Monkton Wood Academy SL advised that Monkton Wood Academy joined the trust on 1 December and the induction and onboarding process has now commenced.	
8.2.5	Redstart SL reported that an issue has been identified with one of the four Redstart schools due to join the trust. There is a delay with the licence approval for Redstart School, as the site is owned by a private landlord. This is being resolved and the licence is due to be signed on Tuesday. The schools remain on track to join the CLF on 1 January.	
8.2.6	Directors are requested to approve the proposal for the four schools joining from The Redstart Learning Partnership to retain their current names post transfer.	
8.2.7	Questions from trustees	
8.2.8	Is there any disadvantage to the four schools keeping their names?	
8.2.9	One of the schools requires improvement and there is a potential reputational impact there. However, having been into schools and worked with staff, it is clear to see the schools that serve the communities are proud of their connection with, and relationship to, those communities. In addition, the schools (Minerva in particular) have a high proportion of disadvantaged students, and there would be a significant cost in terms of uniform and	

	rebranding. The disadvantages do not outweigh the advantages of retaining the original names.	
8.2.10	<u>Decision:</u> The board approved this proposal.	
8.2.11	Queen Margaret School and Waycroft schools These schools are due to join on 1 February and all is proceeding on track.	
8.2.12	Growth Committee	
8.2.13	ST provided an update on some of the discussions that took place in the recent Growth Committee. Minutes are available in the Sub-Committee meeting folder in the CLF Board Team.	
8.2.14	ST confirmed that planning permission has now been granted for the new permanent LHA site in Churchill. Due to the delays, a year has been added to the timeline for this project and an interim site will need to be found to bridge the gap until the new build is complete. Solutions are being considered within the CLF estate.	
8.2.15	ST shared slides that detailed the current cluster organisation of the trust compared to that of 2018 as well as the cluster model for February 2024 and a potential cluster position as of 2025 and beyond.	
8.2.16	TS noted that the information on cluster models had been shared at the Growth Committee meeting, including that for the year 2025 and beyond. At the meeting, the committee asked ST if, later in the academic year, he could provide an indication of the Executive and Senior Leadership structure that would likely be in place to support that model. ST confirmed that it might only be possible to share early thinking at that stage, rather than a full proposal.	
8.2.17	The trust's mission was shared. ST advised that the mission has been in place since 2015. There are now children in the trust that are 2 years old. It was proposed that the reference to students aged 3 – 19 contained in the mission statement be amended to 2 – 19 years. <u>Decision:</u> The board approved the proposal.	
8.2.18	Questions from trustees	
8.2.19	Are there any challenges with the proposed timelines, or are all transfers on track?	
8.2.20	The biggest challenge to the timeline is the RAAC crisis and the subsequent lack of DfE Project Managers available to oversee free school bids. At present, all transfers are on track.	
8.2.21	In terms of the Heathfield Academy transfer, have there been any lessons learned, that can be fed back into the due diligence process?	
8.2.22	We pose this question to ourselves often, and regularly review the due diligence processes. In terms of Heathfield in particular, the CLF was working with the school, providing school improvement support, for some time, without the view that the school would go on to join the trust. Therefore, when the transfer was proposed, the trust already had a broad knowledge of the school's educational profile and risks.	
9	Finance Report	
9.1	SL highlighted the following from the Finance report: Pupil Recruitment <ul style="list-style-type: none"> • The October 2023 census has now been submitted. It is a key return for funding as it is the basis of pupil premium and the core general annual grant (GAG) funding. • As of 5th October 2023, pupil numbers totalled 13,845 with 4,103 eligible for pupil premium or 29.6%. • Pupils are comprised of 66% secondary pupils, 24% primary pupils, 8% Post 16 pupils, 1% special provision pupils and 0% for AP pupils. • Where academies are under PAN, the recruitment levels are being monitored. • Secondary places are 95% full, with pupil numbers at Broadoak Academy and King's Oak Academy being a priority in terms of recruitment. The recent good judgement from Ofsted should positively impact the recruitment at Broadoak Academy. The PAN 	

	<p>at WHA is remaining at 150 pupils. Tewkesbury is a large school and is under capacity but recruits well for the area it is in. The PAN will be reviewed in subsequent years.</p> <ul style="list-style-type: none"> • There is a national reduction in need for primary places and this will lead to the consideration of the reduction of PAN in some schools. BPA is currently consulting to reduce PAN from 90 to 60 to become a 2-form entry school. • Post 16 places are included in the report. 	
9.2	Questions from trustees	
9.2.1	Tewkesbury Academy Post 16 is shown as just 35% full. Are you confident those numbers will grow, or are you considering the possibility of not continuing to offer Post 16 provision in that space?	
9.2.2	Tewkesbury Academy has a traditional sixth form, offering only A-level courses. It is not particularly inclusive and their Academy Council is currently considering what the Post 16 provision is trying to do for Tewkesbury. It is self-limiting. There is a marginally higher entry requirement than for the same courses elsewhere in the area. There is definitely work that can be done in this space to make it more inclusive and this should bring higher numbers on roll.	
9.2.3	Is the reduction in PAN at BPA likely to be approved after consultation? The DfE has refused reductions in other areas.	
9.2.4	We will need to submit a significant change application but there is no indication as yet that there will be any challenge to the proposed reduction. There has been no feedback received via the consultation which will close on 19 January 2024.	
9.3	October Management Accounts	
9.3.1	SL spoke to Flag I detailing the monthly management accounts. The report includes a risk rating for the trust's financial performance in each of its entities and further time will be spent analysing that this month.	
9.4	Reserves Policy	
9.4.1	SL advised that the Reserves Policy has been reviewed and is included in the papers for approval. The finance report provides an overview of the current reserves position. There is just over £9m of free reserves across the trust, in part due to the transfer in of Tewkesbury Academy. The main updates to the policy are to update titles and roles and to increase the minimum reserves level to £5m or 5% (capped at £10m). In addition, it details the use of reserves be extended to include investment in strategic priorities, to invest in growth and to support disadvantaged pupils.	
9.4.2	TS suggested that rather than have a fixed figure of 5%, the reserves policy could include a range such as 4 - 5%, with the minimum and maximum figures of £5m and £10m removed. TS advised that this would give the Executive more flexibility and allow simpler processes, including around decision making. This would also avoid the need to regularly come back to board to review the policy, particularly as the trust continues to grow.	
9.4.3	The board discussed the advantages and disadvantages of having a range for the reserves balance, rather than fixed amounts, including the need to ensure reserves are not too high and at risk of claw back. It was noted that if a fixed level was agreed, the board were able to amend that at any point by amending the Reserves Policy.	
9.4.4	<p>TS advised there is an amendment to the Reserves Policy:</p> <ul style="list-style-type: none"> • Page 6 there is a sentence including the phrase 'in November'. The word 'in' or the word 'November' needs to be removed. <p>ACTION: SL to update page 6 of the Reserves Policy to ensure it reads correctly.</p>	SL
9.4.5	<u>Decision:</u> The board agreed the proposal to increase the minimum reserves level to £5m or 5% (capped at £10m) and approved the revised Reserves Policy as presented.	
9.5	Statutory Accounts 2022/23	

9.5.1	The annual accounts and report are included at Flag J. SL confirmed these have been reviewed by both the Finance Executive Group and the Audit Committee. The accounts include the four new schools that transferred into the trust before the year end. Total turnover is now £103m and the year ended with reserves of just under £10m. The accounts include results for the 3 subsidiary companies. Bishop Fleming, the trust's external auditors, have completed an audit on the accounts and have noted just one minor finding in relation to an employee contract.	
9.5.2	YB confirmed that the Audit Committee have met to consider the accounts. At that meeting, the auditors shared no concerns and were very pleased to report no material errors at all. The auditors confirmed they had benchmarked the reserves to similar MATs and advised that the CLF were in a comfortable position. They were happy to state that they considered the trust a going concern.	
9.5.3	<u>Decision:</u> The board approved the going concern statement in the management letter.	
9.5.4	<u>Decision:</u> The board approved the CLF Annual Accounts for 2022/23.	
10	Operations Report	
10.1	Professional Services Update	
10.1.1	SL confirmed the Professional Services Plan is underway with good progress being made in particular areas. The Executive Team continue to explore additional capacity and to recruit to the central team and are looking closely at the Operating At Scale sub-strategy.	
10.2	Corporate Services (including Estates and Projects)	
10.2.1	MT advised the focus continues to be on looking at the capacity of the team to meet the needs of the growing trust. The trust has invested in a number of roles in the wider team to ensure capacity in terms of the growth of the estate as a whole, and the growing number of individual projects within existing and new schools. A Deputy Estates Manager is being recruited to oversee the new clusters. The team is working on a Strategy for Estates and Facilities, with a priority for sites to be open, safe and compliant.	
10.2.2	A good piece of work has been completed under the Environment sub-strategy following some comprehensive data collection. This has been presented in dashboard format on posters that can be displayed in academies to inform them and help with improving energy efficient behaviours. The decarbonisation report highlights 8 feasibility studies that may turn into energy efficient projects. Academies with Eco Committees are looking at the possibility of securing green flag status. There are two Eco conferences planned for this year. One will be CLF wide for all students; one will be for Post 16.	
10.2.3	All required Health and Safety audits, and Fire audits have been scheduled.	
10.2.4	Questions from trustees	
10.2.5	Have there been any significant incidents or near misses that need to be reported to the board?	
10.2.6	No. All accidents and incidents, including those classified as RIDDOR are reported to the People and Wellbeing Executive Group. There are none currently of particular note.	
10.2.7	Is the trust maximising its assets?	
10.2.8	The team continually review the condition of each of the sites and this includes ensuring condition surveys are completed to ensure we monitor the condition of all our assets. We also review the use of the sites and the Leisure and Lettings Team are looking at how we use our assets commercially to generate an income that can be put back into schools.	
10.3	IT	
10.3.1	AL reported that during the October half term, the team completed a rebuild of the IT provision for Monkton Wood Academy (formerly Heathfield School). This means they are aligned to the main CLF systems with an upgraded infrastructure, networking and Wi-Fi. As staff and students now log in, they will feel part of the CLF family. The existing IT Team at the school have joined the CLF IT Team and were key in supported the rebuild. There is now a new IT cluster hub in place to support the CLF across the whole of its Somerset provisions.	

10.3.2	The team are now preparing for further growth this year and will be planning for rebuilds across both the Easter and summer break.	
10.3.3	Questions from trustees	
10.3.4	Are there cyber security risks for the schools transferring into the trust?	
10.3.5	We prioritise systems migration for all transfers into the trust to ensure we minimise any cyber security risks. Where we need to retain their existing networks for a short period of time, we take additional proactive steps to minimise the risk, including robustly backing up data and deploying our anti-virus services to critical systems. We also regularly carry out system penetration testing.	
10.4	HR	
10.4.1	RMY reported that the main focus for the team is around the continued growth of the trust, including work on due diligence and onboarding of staff transferring across under TUPE. When the last planned transfer takes place in February 2024 there will be around 3000 staff members in the trust; this is a 50% increase.	
10.4.2	The spend on supply is still being closely monitored. The contract for that work is currently being procured. Trade Union relations are managed closely as the trust continues to grow; there are now more members and there is increased activity from the NEU as people continue to TUPE across to the trust.	
10.4.3	ACTION: RMY will provide the board with an indication of teacher turnover at the next meeting.	RMY
10.4.4	How do we onboard schools into our culture set? Are there schools joining the trust that have particularly heavy involvement from unions?	
10.4.5	There are a number of different things we do during the onboarding process; some are relatively quick but some take time to embed, particularly the cultural things. As we have grown, the joint union meeting has extended to include different regional representatives. As the number of staff grows, so too does the number of union members but there is not a feeling that any of the schools are more unionised than others.	
10.5	EDI	
10.5.1	SW reported that she is working with a number of colleagues to continue to progress the priorities identified in the EDI sub-strategy. Significant investment is underway in professional development both within the trust and from drawing in external expertise to ensure the professional development offer is fit for purpose. All equality statements have been rewritten. This work was undertaken by the trust's Equality and Diversity Lead alongside the Inclusion Lead in each academy. Pupil voice continues to be a focus and conversations are being kept live through Pupil Parliament.	
10.5.2	Questions from trustees	
10.5.3	There is a lot in place across the trust. Have you started to see the culture changing?	
10.5.4	Yes, there is a shift in the culture across the organisation. There were no EDI Leads in academies previously and this addition is certainly driving improvement in each setting. We are yet to be happy with the diversity of the workforce and work continues in that space. We are now focused on the things that will have the most impact over time.	
10.5.5	The board noted the work that has taken place, not least in ensuring the trust is legally compliant in this area and also noted that the academies will have been in different places in terms of EDI when joining the trust. The board asked SW to consider some measurable metrics such as a reduction in the number of racial and equality-based complaints.	
11	Governance	
11.1	Delegated Authority Framework	
11.1.1	SL advised that minor changes have been made to the Delegated Authority Framework (DAF), including changes to job titles and other presentational changes. The board are asked to approve the updated DAF. <u>Decision:</u> The board approved the revised DAF.	

11.2	Terms of Reference	
11.2.1	<p>The updated terms of reference for the following committees are included for approval at Flags M1 – M3:</p> <ul style="list-style-type: none"> • Chairs of Academy Council • Academy Council • People and Wellbeing <p>The changes are minor, involving updates to titles, role descriptors, attendance requirements and detail around the timeframes for distribution of meeting papers and minutes. <u>Decision:</u> The board approved the revised terms of reference for each of those sub-committees.</p>	
11.3	Academy Council Vacancies	
11.3.1	There has been some further recruitment to individual Academy Councils and the number of vacancies across the trust is now 70. YB is supporting governance recruitment through UWE and we are linking with Teachfirst.	
11.4	External Review of Governance	
11.4.1	The external review of governance is now complete. The content of the report is now being considered and the detail of that, and planned next steps, will be presented at the next board meeting. ACTION: LT to provide an update of the External Review of Governance at the next board meeting.	LT
11.5	Admissions	
11.5.1	Following the updates provided to board at the October board meeting, permission has been sought to consult on the wording contained in the trust’s North Somerset policies. A Chair’s action was taken to agree the launch of the required consultation for that process. Retrospective approval is now sought from the board for that consultation. <u>Decision:</u> The board provided their approval for the consultation of the North Somerset admissions policies. LT advised that the consultations on the remaining admissions policies closes on 19 January 2024. There has been no feedback to date.	
11.6	Subsidiary Companies	
11.6.1	An update on the subsidiary companies is included in the governance paper at Flag N. An additional Director is sought to sit on the subsidiary company for Tewkesbury Academy, TSSC. ACO agreed to sit as a Director on TSSC.	
11.7	Attendance Policy	
11.7.1	The Attendance Policy has been reviewed and minor updates made. KR advised that further DfE guidance is expected in September which may mean the Attendance Policy is further revised in the next few months. <u>Decision:</u> The board approved the updated Attendance Policy.	
11.8	Complaints Policy	
11.8.1	The Complaints Policy has been updated due to cyclical review. Some changes have been made around the make-up of complaints panels due to the current arrangements being quite restrictive. A complaints form has also been added to the process. <u>Decision:</u> The board approved the updated Complaints Policy.	
11.9	Other Governance Matters	
11.9.1	Members and Directors were reminded to complete their Nimble training if they have not already done so.	
11.10	Report of the Sub-committees that have met since the last board meeting	
11.10.1	Chairs of Academy Council (DN) The COAC sub-committee met in November and was well attended. As well as the usual updates there was a focus on ‘How to be a good Chair’.	
11.11	Audit Committee	
11.11.1	YB advised that the Audit Committee met in December and this was YB’s first meeting as Chair of that sub-committee. There was some discussion around the input from internal	

	auditors and the potential over-use of surveys for data collection to inform audits. This will be followed up at the next Audit Committee meeting.	
11.12	Finance Executive Group	
11.12.1	BF reported that the Finance Executive Group met in November and reviewed the year-end accounts, the new budget, policies and the structure of the finance team.	
11.13	Projects, Premises and ICT Executive Group	
11.13.1	ACO reported that the PPI group met in October. There are still concerns over the teams capacity to deliver the growing number of large projects. The team is looking at ways to address that. The group discussed the great work undertaken by the IT team in terms of the networks, kit and how the team continues to keep the trust cyber safe. The group received reassurance around asset utilisation and to further centralise some of the non-core functions of the ICT team.	
11.14	Growth Committee (MD)	
11.14.1	Feedback from the Growth Committee has already been provided.	
12	Any Other Business	
12.1	ST and the board said farewell to SCO who has resigned from the board and wished her well for the future.	
12.2	The meeting closed at 19.30hrs.	

Actions to take forwards:

Action date and no	Relates to item no	Action	Owner
12.10.23 01	7.3.14	SW to update the board on destinations data at the June board meeting.	SW
14.12.23 01	2.2	SL will amend the risk register to make clear the date that each risk was last reviewed, even where there is no change to the level of risk or mitigation.	SL
14.12.23 02	7.4.4	AFL to share diversity data for recruitment to the SCITT programme at the summer board meeting.	AFL
14.12.23 03	9.4.4	SL to update page 6 of the Reserves Policy to ensure it reads correctly.	SL
14.12.23 04	10.4.3	RMY will provide the board with an indication of teacher turnover at the next meeting.	RMY
14.12.23 05	11.4.1	LT to provide an update of the External Review of Governance at the next board meeting.	LT