

# Minutes - Board of Directors

**Version:** Approved  
**Meeting Date:** Thursday 7 March 2024  
**Location:** Teams  
**Time:** 4.00pm

**Chairing this meeting** Suzanne Carrie (SC) Director  
**Vice Chair:** Rachel Mortlock (RMO) Vice Chair of the Board  
**Trustees:** Bryony French (BF) Director  
 Tim Spratt (TS) Director  
 Orville Lynch (OL) Director  
 Mark Davies (MD) Director  
 Zarah Morwood (ZM) Director  
**Attendees:** 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 (RMY) Director of HR  
 Andy Ling (AL) IT Director  
 Martin Thomas (MT) Director of Estates and Facilities  
 Liz Tincknell (LT) Head of Governance  
 Sarah Lovell (SL) Chief Operating Officer  
 Wendy Hellin (WH) Clerk  
**Apologies:** Adrian Coleman (AC) Director  
 Paul Olomolaiye (PO) Chair of the Board (member and Director)  
 Ashley Milum (AM) Director  
 Yvonne Beach (YB) Director

## Matters Arising

Action date and no	Relates to item no	Action	Owner	Update
12.10.23 01	7.3.14	SW to update the board on destinations data at the June board meeting.	SW	Exec and Trust CEE Lead working with partners to capture destinations data. An update will be provided in June as per the action. <b>Ongoing</b>
14.12.23 05	11.4.1	LT to provide an update of the External Review of Governance at the next board meeting.	LT	The External Review Report has been received. LT, SL and DN have met and reviewed. LT will produce a table of recommended next steps for consideration. Due to limited capacity within the team, this piece of work is still ongoing. A recommendations report will be provided at the May briefing. <b>Ongoing.</b>
01.02.24 01	5.14.1	PO to acknowledge the letter received from NM in	PO	This item is complete and can be <b>closed.</b>

		relation to permanent exclusions.		
01.02.24 02	5.14.1	Letter from NM on behalf of COAC in relation to permanent exclusions will be added to the March full board meeting agenda.	LT WH	This item is on the agenda and can be <b>closed</b> .

### Minutes

Item	Description	Action
<b>1</b>	<b>Introductions, Administration, Apologies</b>	
1.1	SC welcomed everyone and introductions were made. Apologies are recorded above.	
<b>2</b>	<b>Declarations of Interest</b>	
2.1	No verbal declarations were made.	
<b>3</b>	<b>Minutes of Previous Meetings</b>	
3.1	Minutes of the meeting of 1 February 2024 were approved.	
<b>4</b>	<b>Matters Arising</b>	
4.1	The action table has been updated above.	
<b>5</b>	<b>Education Report</b>	
<b>5.1</b>	<b>Input from Educational Scrutiny</b>	
5.1.1	RMO reported that a primary phase education scrutiny meeting had taken place with UVA, MPA and WFA. The recommendations are included in the Education Report.	
5.1.2	The secondary and special scrutiny panels have not met since the last board meeting.	
<b>5.2</b>	<b>Key Stages EYFS to P16</b>	
5.2.1	DN highlighted key areas of the paper at Flag C and invited questions from trustees.	
<b>5.2.2</b>	<b>The report notes that secondary schools are continuing to struggle with attendance. Do you mean attendance is getting worse, staying the same, or that there might be some signs of improvement but that they remain very small increases?</b>	
5.2.3	Attendance remains a national issue. It is an absolute key focus for the trust, and has been for some time, and we would like to have seen more improvements than we currently see. Attendance has very slightly decreased and this is the same pattern nationally. Some academies in the trust are doing better, but not all. We have recently increased the capacity in the central attendance team, with an additional person to conduct the attendance reviews in school and as we approach the budget setting period we will also be looking to define what good attendance capacity looks like in schools.	
<b>5.2.4</b>	<b>Do you collect student voice about why children do not come to school?</b>	
5.2.5	Yes. Students are quite keen to voice why they do not want to come to school and it is for a whole host of reasons. Where we can quickly remove any barriers and resolve this, we do that. For others there are more complex challenges and staff work with individual families and external agencies in those cases. Pupil voice is a key part of an effective attendance strategy.	
<b>5.3</b>	<b>King's Oak Academy Ofsted</b>	
5.3.1	ST thanked those trustees and Executive Team colleagues that supported the recent Ofsted Inspection at KOA. ST provided a confidential update to the Board about the process and next steps, including communication plans.	
5.3.2	SC asked ST to pass on the board's thanks to Katherine Ogden and the whole team at KOA for the ongoing work they are doing to support the students and wider community at KOA.	
<b>5.4</b>	<b>Safeguarding</b>	
5.4.1	SW noted that a short safeguarding update has been included at Flag D. The annual safeguarding report is provided to trustees in October. SW noted that an update is included	

	in the report around the complex safeguarding issues of youth violence. Colleagues are working with each other and with a number of external agencies for short-term learning, as well as thinking about potential systematic changes for safeguarding across the sector, working across the Local Authorities served by the trust.	
5.4.2	SW provided an update on the unexplained child death involving one of the families at BPA, and the work colleagues are doing to support the family and the staff at the school. SW advised the board that it might lead to a serious case review, if the current timeline is extended. Further updates will be provided to trustees if that occurs. The board asked for assurance that the appropriate support was being put in place for teachers and leaders in the school during this time. SW confirmed that all colleagues were being very well supported and outlined some of the things put in place.	
5.4.3	SW confirmed that a Deputy Head of Safeguarding has now been appointed for the trust.	
<b>6</b>	<b>CLF Institute</b>	
6.1	AFL reported that since the CLF Institute report was written for the board, the Five Counties Teaching School Hubs has been successful in achieving its re-designation for 2 of the 3 areas; South West Five and South West Nine. The outcome for the remaining area, South West Six, is unknown, but likely also to be successful. The re-designation is for the next 4-year contract, September 2024 - August 2028. AFL explained that having the security of a contract of that length means that leaders can be more strategic and think longer term for staffing and in terms of priorities and its ambitions. It means the continuation of the provision of programmes for ECTs and leaders through NPQ programmes. The remit around the ITT provision is linked to the recruitment and retention of teachers into the trust and beyond.	
6.2	Teacher training recruitment has continued to rise and there are now 48 confirmed offers: 29 for secondary and 19 for primary.	
6.3	The anticipated Ofsted inspection for the SCITT provision has now started, with inspection activity planned across four days next week. A total of 11 academies will be visited as part of the inspection. The SCITT Board met this week and are well prepared for the inspection.	
6.4	There has been a spike in the engagement of NPQ programmes, in part due to the fact that this year is the last year of the fully founded round of NPQs.	
<b>6.5</b>	<b>Questions from trustees</b>	
<b>6.6</b>	<b>In terms of the ITT recruitment, do you have any data on the number of ethnic minority applications?</b>	
6.6.1	Yes, we shared a breakdown of the data for the last seven years to the recent People and Wellbeing meeting. It is quite difficult to get data at the application stage as it is not collected through the DfE application. We can only analyse the data once applicants are part of our cohort. Our trend data demonstrates diversity way above the national and regional averages but it is still not as diverse as we would like and it remains a priority going forwards.	
<b>7</b>	<b>Strategic Developments</b>	
<b>7.1</b>	<b>CEO Report</b>	
7.1.1	ST noted that his report highlights Year 2 of the Equity Through Education strategy: Improve and Grow. The trust is increasing its understanding of being more effective as a larger trust. AL is leading a piece of work around business intelligence. The trust continues to move towards cultural alignment and understands the importance of continuing to focus on compliance as it grows, in terms of the routine audits it plans and completes.	
7.1.2	ST advised that a members meeting took place before the board meeting and reported that members were keen to know how the trust was pausing to reflect and celebrate the recent growth. A celebratory event for the professional services team took place last week to celebrate the work across areas such as due diligence, IT, Estates, Finance, Projects, Health and Safety and HR.	
<b>7.2</b>	<b>Questions from trustees</b>	

<b>7.2.1</b>	<b>Can you provide an update on the potential new 630 place primary in Weston-Super-Mare?</b>	
7.2.2	A number of colleagues took part in the interview on 21 February, including RMO, SL and Craig Jones, Principal of HVA. AFL and SA were both key in writing the bid. The interview process went well and the DfE will advise us of the outcome by Spring at the earliest.	
<b>7.3</b>	<b>Sub Strategy mid-year update</b>	
7.3.1	SL advised that the sub-strategy report is at Flag G Overall the report shows progress in all 7 sub-strategy areas, despite the recent period of growth over the last 8 months. ST noted the strong governance that takes place outside of board meetings, with link trustees having the opportunity to look at the sub-strategy areas in detail and provide assurance back to the full board. ST noted that at the strategic board meeting in July, each link trustee will be asked to provide an overview of the progress made at that year-end point, for each of the 7 sub-strategy areas.	
<b>7.3.2</b>	<b>Questions from trustees</b>	
<b>7.3.3</b>	<b>For the Voice sub-strategy, the report says it is on track, but that a review is to take place. What does that mean?</b>	
7.3.4	At the time of writing the report, a review meeting has not been able to be arranged with the Link trustee. It is still an emerging process; 3 meetings are arranged with the link trustee across the year. The first is to provide an overview of the objectives, the second to check progress and the third to provide an end of year progress report.	
<b>7.3.5</b>	<b>Does this sub-strategy include staff voice?</b>	
7.3.6	Yes, it includes all stakeholder voice. The sub-strategy focuses on the choices made about how we work, and how we collect voice, rather than on the information gathered.	
<b>7.3.7</b>	<b>What is the Voice 21 programme?</b>	
7.3.8	All of the schools have oracy as a focus for a range of reasons, linked to attainment, mental health and wellbeing, improving behaviour, and self-advocacy. We have chosen to engage with Voice 21 again this year, for all the existing schools in the trust as at last year. The plan is that by the time the new schools are ready to engage with Voice 21, we may be able to deliver that ourselves, in partnership with Voice 21.	
<b>8</b>	<b>Finance Report</b>	
<b>8.1</b>	<b>Procurement</b>	
8.1.1	SL highlighted that there are some changes to procurement regulations for the public sector being introduced in October. Colleagues are looking at processes to prepare for those changes. Where new schools have joined the trust, their current contracts have been honoured where they are compliant.	
8.1.2	The current catering provider for the majority of CLF schools is Aspens Services. A 5-year contract was procured in 2021 and the first 3 years of the contract will expire 31st August 2024. The contract has provided a good service over the last 3 years and to further embed that, the decision has been taken to extend the contract for the next 2 years to 31 August 2026.	
8.1.3	The contract for the current HR System, Access, is due to expire on 23rd July 2025 and has been in place for 4 years. Over the four-year period of the current contract, processes and procedures have been updated to maximise and realise the benefits of an automated and integrated system. SL advised that the trust would like to procure a 2-year contract to remain with Access until July 2027 via the Everything ICT framework for public sector organisations. This framework would ensure we are compliant and with negotiated suitable contract terms and prices. The contract value is £340k for 2 years. The Board are asked to approve this procurement. <u>Decision: The board approved the proposal.</u>	
<b>8.2</b>	<b>Management Accounts</b>	
8.2.1	SL reported that the overall position as of January 2024 is a small deficit of £47k against a budgeted surplus of £250k. This is an adverse variance of £297k but is an improvement to the	

	December forecast deficit of £265k. There has been a significant amount of growth and the team is working hard to understand the new schools income streams and financial challenges. The trust is still waiting on the transfer of funds for Monkton Wood Academy due to some complexities with Somerset Council's financial system.	
8.2.2	The finance report included in the papers provides explanations around the variances. The management accounts have been reviewed in detail at the Finance Executive Group meeting.	
8.2.3	Reserves are forecast to close the year at £8.6m. Included in the forecast is £500k approved at the last board meeting to make available across the trust. The deadline for reserves requests is 1 <sup>st</sup> March and a committee will review the bids in March up to a value of £500k.	
8.2.4	SL outlined the budget setting process for 2024/25.	
<b>8.3</b>	<b>Questions from trustees</b>	
<b>8.4</b>	<b>The board approved the budget when it was set. It would be interesting if you could share with the board any opportunities or threats that might impact the budget to bring it back in line with that set. Is that something you are able to provide at a future meeting? As you are forecasting a deficit, should the £500k approved at the last meeting for site improvements reduce by the amount of the deficit?</b>	
8.4.1	Some further variances are expected in some of the budgets before year-end and it may be that the deficit reduces further, and the budget is balanced. Given the turnover of over £150m, the deficit is relatively small and manageable. There is an element of the trust getting used to the new scale of the business and there may be a degree of variance in this year due to that growth, but the deficit it is not considered a significant risk at this time. <b>ACTION: SL to provide an opportunity and threats plan for the budget at the next full board meeting.</b>	SL
<b>8.5</b>	<b>Is much of the variance due to supply costs? If that was tightened up, could the trust get back to a surplus position?</b>	
8.5.1	The trust is spending a considerable sum on supply and this is being looked at across a range of forums as it is a national issue.	
<b>8.6</b>	<b>In comparison to last year, has the figure spent on supply increased?</b>	
8.6.1	Yes, but overall, the trust has grown and staffing has increased so that would be expected.	
<b>9</b>	<b>Operations Report</b>	
<b>9.1</b>	<b>Operations</b>	
9.1.1	The final four primaries in Bristol and Tewkesbury joined on 1 February. The trust is now reviewing the lessons learned during the period of growth and continues to induct all new schools into the trust as it seeks to move towards business as usual at a larger scale. A survey has been launched that will go to all new colleagues to capture their views around the transfer into the trust, covering areas such as communications, processes, belonging and induction.	
9.1.2	AL is leading on an approach to data collection for professional services areas to consider data at scale to help inform decision making, prioritisation and manage risk.	
<b>9.2</b>	<b>Estates and Facilities</b>	
9.2.1	MT highlighted the following from his report: <ul style="list-style-type: none"> <li>• There are 12 academies that do not have current in-depth condition surveys that are in place across the rest of the estate; these are being planned now, to ensure the structural integrity and safety of the sites.</li> <li>• A third strategic meeting has taken place with South Gloucestershire Council to discuss the King's Oak Community Development Plan 2024'. The discussion focused the alignment of short and long-term actions for the community hub, to build relationships with businesses and the regeneration of Kingswood including the housing project. This trust is working with LocatED on this project to potentially identify future investment and funding streams.</li> </ul>	

	<ul style="list-style-type: none"> <li>To improve the trust's Planned Preventative Maintenance (PPM) compliance, PPM Planners have been introduced across most sites to facilitate the routine inspections, testing and servicing of key areas. Data will be produced to allow the trust to identify how it is performing in these compliance areas at any given time.</li> <li>The Health and Safety audit programme is well underway; feedback on emerging themes will be provided near year-end. No sites have been graded as high-risk, the majority are low or medium risk. Fire risk assessments are planned or already underway for all the new schools that have recently joined the trust.</li> <li>An update on measles is provided in the report, following the conversation at the last board meeting.</li> <li>An overview of the Net Zero Accelerator Program is provided in the report. A feasibility study was initiated in November and a progress report is due shortly which may lead to a trial rollout in Spring 2024. The program offers a service to enhance energy efficiency and facilitate decarbonisation interventions with no upfront payments for the service.</li> </ul>	
<b>9.3</b>	<b>IT</b>	
9.3.1	AL reported that work continues to bring new academies into the trust's IT systems. There are two phases to this. The first is the distribution of new accounts to all users and the migration of data. This happens ahead of, or shortly after, the joining date. This has been completed for all new schools. The second phase involves updating local servers and devices and ensuring all the good security policies and settings that the trust use have been applied across those new schools. Queen Margaret Academy and Castle Primary Academy have now undergone that second phase and are on CLF systems. After Easter the second phase will begin for the 3 new Bristol primary academies as well as Redstart Primary Academy. That will leave just two new schools and work for those is planned just before the summer holidays. All are on track and progressing well.	
<b>9.4</b>	<b>HR</b>	
9.4.1	<p>RMY highlighted the following:</p> <ul style="list-style-type: none"> <li>Recruitment continues to be a focus for the team, particularly as budgets are being agreed; it will be essential to advertise early where possible to secure people, including SCITT trainees. This will positively impact the supply spend if some of the vacancies can be filled, particularly if permanent positions.</li> <li>Retention – there were 127 permanent members of staff that left the organisation between September and December. It is challenging to compare retention to this time last year to the recent rapid growth. Teacher turnover is around 3% which is in line with last year; the trust sees the highest turnover in August each year. There are a couple of academies with higher turnover than normal: MWA and WHA and we are aware of the reasons for that.</li> <li>The trust is appointing a higher percentage of global majority staff and are also keen to address the balance of male and female staff appointed, to ensure the workforce is made up of a good balance of male and female staff across all levels and all roles.</li> <li>Induction and probation for the new staff that have joined since September remains a priority.</li> <li>The trust continues to work with the unions. The NEU are proposing to hold an indicative ballot on teacher pay which may lead to a further period of disruption.</li> <li>New policies being developed include Driving at Work, Menopause and Fertility.</li> </ul>	
<b>9.5</b>	<b>Questions from trustees</b>	
<b>9.6</b>	<b>When the trust takes on new schools they consider the standardisation of the education elements and curriculum. Are there standardised CLF employments for staff transferring into the trust, and if not, should there be?</b>	



9.6.1	Staff transfer into the organisation through the TUPE process, so they come on their previous organisations contracts, with their own terms and conditions. We deal with many different staff groups. Within the trust we have sought to standardise the contracts for each of the roles through the job evaluation process. For the roles we have already evaluated we seek to bring employees across onto our terms, job descriptions and pay scales. The long-term ambition is to have parity across all the individual roles with everyone on the same contract for that role.	
<b>10</b>	<b>Governance Report</b>	
<b>10.1</b>	<b>Governance Paper</b>	
10.1.1	LT reported that Academy Councillor recruitment continues, with the number of vacancies reduced to 66, from 72 at the last report. There are currently a further 6 Academy Councillors at the early stages of recruitment.	
10.1.2	A report on the External Review of Governance will be provided at the May board briefing.	
10.1.3	Work continues to procure Governor Hub for the trust. This is a safe and secure platform for storing Academy Councillor details and accessing papers. It also will allow Academy Councillors to submit declarations and access training and will make communication with governance volunteers significantly better.	
10.1.4	Two new colleagues have joined the central governance team. Patricia Brabham joins as Deputy Head of Governance, and Jackie Friday joins as Governance Administrator from one of the incoming new schools. Both have made a strong start and bring additional expertise and capacity to the team.	
10.1.5	Last year's Board and Members away day will be repeated this year; trustees and members are invited to share their thoughts around what they would like included for that day.	
<b>10.2</b>	<b>Policies</b>	
10.2.1	The following policies are included in the paperwork as Appendices 1 – 4: <ul style="list-style-type: none"> <li>• Online Safety Policy</li> <li>• Remote Education Policy</li> <li>• Supporting Pupils with Medical Conditions Policy</li> <li>• Treasury Management Policy</li> </ul> <u>Decision: The board approved the policies.</u>	
<b>10.3</b>	<b>School Resource Management Return (SRMR)</b>	
10.3.1	The trust is required to complete the SRMR questionnaire annually to ensure the trust is compliant with a range of regulations. SL reported that the return shows that the trust is compliant in all areas with the exception of one piece of guidance that states the trust 'should' (not 'must') discuss pupil numbers with trustees every term. Currently this information is shared with trustees less frequently but in more depth. SL confirmed that if there were concerns around any emerging trend with pupil numbers, the Executive Team would share that information with the board. The board were happy with that approach and noted the SRMR.	
<b>10.4</b>	<b>Approval of Appointment of New Chair of Academy Council</b>	
10.4.1	Sapphire Lynch was proposed as the Chair of Redstart Primary Academy. Following a question from the board,, LT confirmed that nobody else had put themselves forward for the role. LT also confirmed that Academy Councillors can serve a maximum of 2 terms of 4 years.	
10.4.2	<u>Decision: The board approved the appointment.</u>	
<b>10.5</b>	<b>Review of Letter from Chairs of Academy Council</b>	
10.5.1	A letter from the Chairs of Academy Council has been received by the board, raising concerns around exclusions as well as issues around the lack of capacity within the wider external support systems and the impact that has on the trust's most vulnerable children.	
10.5.2	The board discussed the issues, noting that permanent exclusions are high across Bristol and elsewhere at present. Services across many local authorities are struggling with capacity and	

	services are commonly reactive rather than proactive. It was suggested that the board might write a letter to express their concerns, to the relevant local authorities. ST and SW outlined the partnership working that already exists between the CLF and local authorities and suggested it might be more impactful to think about how the trust can further influence that partnership and support improvements that will impact the children. DN noted that he attends COAC meetings can hears some of the challenges that Chairs experience first-hand.	
10.5.3	It was agreed that at this stage, the board would not write to the local authorities, although it may choose to do so at some point in the future. The Executive Team will produce some information that can be shared with COAC to provide them with some assurance as to the Executive's approach to this challenge. This will include an outline of the existing partnership working with the local authorities, consideration of how this might look in the future, and an acknowledgement of the work the Chairs and Academy Councillors do as part of panels, to support the trust's most vulnerable students. The Board asked that their thanks to the Chairs for raising this important issue be formally recorded. <b>ACTION: DN to provide some information to PO to support him in responding to the letter from the Chairs of Academy Council.</b>	DN
<b>10.6</b>	<b>Report of Sub-Committees and Executive Groups</b>	
<b>10.7</b>	<b>Chairs of Academy Council Meeting</b>	
10.7.1	DN advised that the Chairs met on 25 January and there was good attendance. A briefing paper was provided for the meeting and there was a good discussion on that. An update was provided on growth, attendance and Ofsted and suggested areas of focus were provided for the upcoming round of AC meetings.	
<b>10.8</b>	<b>Audit Co</b>	
10.8.1	This committee has not met since the last board meeting.	
<b>10.9</b>	<b>FEG</b>	
10.9.1	This committee has not met since the last board meeting.	
<b>10.10</b>	<b>PPI</b>	
10.10.1	AL reported that the PPI group met in February and covered the standard agenda items including a review of projects, a discussion of items on the risk register, IT and information security, estates, growth, and compliance.	
<b>10.11</b>	<b>P &amp; W</b>	
10.11.1	RMV reported that the P & W Executive Group met in February; some of the detail of the meeting has been covered through other reports at this meeting. A discussion took place around the leaver exit interview process. Jo Crickson provided information on the current accident recording system which is now at capacity in terms of its technical ability and needs replacing.	
<b>10.12</b>	<b>Remuneration Committee</b>	
10.12.1	This committee has not met since the last board meeting.	
<b>10.13</b>	<b>Growth Co</b>	
10.13.1	This committee has not met since the last board meeting.	
<b>10.14</b>	<b>SCITT Board</b>	
10.14.1	The SCITT board met on 5 March and discussed the Ofsted preparations. It is anticipated that the provision is in very good place in terms of the ITT and the quality assurance processes. The Ofsted inspection will focus in part on the quality of mentors and the consistency of mentoring provided to trainees across schools. Michelle Moxham provided an update on the system being used called Mosaic, which brings data together.	
<b>10.15</b>	<b>Maths Hub Board</b>	



10.15.1	<p>AFL provided the following update:</p> <ul style="list-style-type: none"> <li>The Boolean maths hub has continued to flourish under the strong leadership of Abby Cotton the MH lead and her team.</li> <li>This year has seen the hub introducing a new strand of work - TSM - Targeted support for Mathematics. This is bespoke support for schools in need of additional capacity to enable them to benefit from standard provision at a later stage. The intensive provision will be targeted at schools identified through a formal process based on agreed criteria and referral. An intensive school could be a school that has never engaged with the hub, is in difficulties, or, due to other circumstances has had to pause and needs support to get back on track.</li> <li>The maths hub has worked intensively with the former West Somerset Opportunity area, (now one of the 'priority education investment areas') whose ranking in the Social Mobility Index is 324th out of 324 using the TSM model. This Index compares the chances that a child from a disadvantaged background will do well at school and get a good job across areas around the country. This work has meant all schools in that area are receiving an intensive support package of training which is based upon their unique needs together.</li> <li>The DfE visit on 25th January from the Director of Schools, Juliet Chua and her team to Summerhill Academy and the Institute was successful in showcasing some fantastic maths teaching and pedagogy across the school, particularly around oracy in mathematics, as well as sharing the work of the hub. This was a unique opportunity to voice our thoughts on future policy, and the strengths and challenges of current systems. The day was very well received by those visiting.</li> <li>The maths hub strategic board has developed under its new Chair, Alf Coles. Although we need to look at diversifying the membership of the board, current members have a range of skills and networks particularly at post 16 and further into the world of work.</li> </ul>	
<b>11</b>	<b>Any Other Business</b>	
11.1	ST thanked the board for the enormous amount of work they do between meetings and the support they give to the trust. The board thanked SC for chairing this meeting.	
11.2	<p>Future meeting dates:</p> <p>2 May 2024 – Board briefing - online</p> <p>20 June 2024 – Board meeting – in person</p> <p>11 July 2024 – Board Strategic Review meeting - online</p>	
11.3	The meeting closed at 19.00hrs.	

Actions to take forward

Action date and no	Relates to item no	Action	Owner	Update
12.10.23 01	7.3.14	SW to update the board on destinations data at the June board meeting.	SW	Exec and Trust CEE Lead working with partners to capture destinations data. An update will be provided in June as per the action. <b>Ongoing</b>
14.12.23 05	11.4.1	LT to provide an update of the External Review of Governance at the next board meeting.	LT	The External Review Report has been received. LT, SL and DN have met and reviewed. LT will produce a table of recommended next steps for consideration. Due to limited capacity within the team, this piece of work is still ongoing. A recommendations report will be provided at the May briefing. <b>Ongoing.</b>

07.03.24 01	8.4.1	SL to provide an opportunity and threats plan for the budget at the next full board meeting.		
07.03.24 02	10.5.3	DN to provide some information to PO to support him in responding to the letter from the Chairs of Academy Council.		