

**MINUTES**  
**of the General Meeting of the Full Board of Ivy Education Trust**  
**held on Thursday 15 December 2022 at 9.30 am at Bitton House, Teignmouth**

<b>Present:</b>		
<b>Name</b>	<b>Title/Role</b>	<b>Initials</b>
Paul Austin	Trustee and Vice Chair of Trust Board	PA
Sue Clarke	Trustee/Member of Quality of Education Committee	SJC
Scott Deeming	CPO/Company Secretary/Trust DSL	SD
Paul Cornish	Executive Director of Education	PC
Nick Hill	COO	NH
Steve Jackson	Trustee and Vice Chair of FAR Committee	SJ
Jon Newman	CFO	JN
Paul Lilley	Trustee/Chair of FAR Committee	PL
Katy Quinn	CEO	KQ
Tony Smith	Chair of Trust Board	TS
Gaby Willis	Trust Governance Officer	GW
Sally Timmins (from Item 4.2)	NGA Leader of Governance	ST
Katie York	Trustee/Chair of Quality of Education Committee/Member of Policy Review Group	KY
Sharon Austen (item 1 and 2)	Francis Clarke	SA
Emma Archer-Lock (item 1 and 2)	Francis Clarke	EAL
<b>Apologies:</b>		
Simon Copper	Trustee/member of People and Values Committee	SC
Babette Fuller	Safeguarding Trustee/Chair of People and Values Committee	BF
Rev Gareth Regan	Foundation Trustee/Member of People and Values Committee	GR
<b>Absent:</b>		
None		

**Key to acronyms:**

DC	Dawlish College	NAC	Newton Abbot College
TCS ER	Teignmouth Secondary	TCS ML	Teignmouth Primary
SP	Starcross Primary	CKK	Cockwood, Kenn and Kenton
LGB	Local Governing Body	SIP	School Improvement Plan
CPOMS	Child Protection Online Management System	FAR	Finance, Audit & Risk Committee
EMAT	Estuaries Multi-Academy Trust	OLT	Osprey Learning Trust
RAG	Red Amber Green (colour coding system)	EDE	Executive Director of Education
BF	Bishop Fleming	ACR	Audit Completion Report
FC	Francis Clarke	SOFA	Statement of Financial Affairs
ESFA	Education and Skills Funding Agency	FAR	Finance, Audit and Risk Committee
P&V	People and Values Committee	QofE	Quality of Education Committee

<b>Item</b>	<b>Content</b>	<b>Action</b>
	TS opened the meeting at 9.30 am and welcomed everyone.	
22/5/1.1	<b>Apologies:</b> BF, SC, GR	
22/5/1.2	<b>Declarations of Interest:</b> None declared for this meeting. PA declared a new directorship of the Foresters Friendly Society. <b>Action:</b> <b>GW to add this to form and website.</b>	<b>GW</b>
22/5/1.3	<b>Approve TOR for People and Values Committee:</b> Unanimously <b>APPROVED.</b>	

22/5/2.1

**Report and Accounts 2021-2022:** SA and EAL from FC joined via Teams. SA explained this would normally be a reasonably brief run through of the audit completion report but following the merger there were impacts on the timescales this year and accounts only just landed so for this year SA will dip into process and key numbers in there for the Full Board.

SA explained there had been an accounts delay as Francis Clarke needed to get EMAT 31 May final accounts audited by Bishop Fleming to bring numbers in and incorporate into Ivy accounts. Any debtors any debtors and creditors had to be reversed as figures were needed at 1 June, then add on 3 months transactions for EMAT from the existing Access system. Closing year-end adjustments were then carried out relating to EMAT and incorporated into the set of accounts for Ivy. Following this, the usual year end pension scheme adjustments were brought in which happened at Trust level as a final adjustment. Issues had been experienced timewise as information was awaited from Bishop Fleming. SA confirmed she was happy that the main pages of the accounts won't change so SOFA, balance sheet, cash flow; and closing reserves figures in total were fine. Some items were as yet incomplete as they require the split of reserves by school. SA confirmed JN is chasing this from Bishop Fleming today and FC have also been chasing. It is a disclosure note so won't change the overall accounts. SA was conscious the documents arrived only this morning so advised the plan is to suggest to ask for approval in principle and signing by the Board today due to logistics, but on the understanding that one or two outstanding notes in the accounts will be updated in the final version that SA will then sign audit report on to make available for JN to upload to the ESFA before deadline.

This gives the Board an opportunity to look today and if there are any further questions or concerns there is time to come back to FC before anything is uploaded.

Looking at the ACR, as this is based on audit field work this was available for the FAR Committee meeting so this has already been detailed with them, and can be seen in those minutes. Today is about highlighting some key areas. Page 5 "Approach to materiality". Materiality is how much could accounts be wrong by, without affecting a user's decisions based on them. Because the trust has expanded there is a higher materiality anyway and we now have an overall materiality based on gross assets and when carrying out testing relating to items income and expenditure for SOFA and apply restricted materiality, as often the case in trust asset base gives a larger materiality. This has not resulted in detail of testing in relation to income and expenditure lines.

Page 6 overview of internal audit and covered off process and followed through in terms of audit work so noted there.

Key audit and accounting matters, most are assumed audit risks which are common to the sector and there are no particular issues. Touched on going concern as a general point. After August 2022 reserves were boosted. Most trusts are in a reasonable position for 12 months from today so generally speaking not there is not a huge issue at this stage. Conversations are now more around 2-3 years hence with budget pressures and uncertainty around level of funding and what support will be available. Going concern for this year is not an area of high risk but one which will require more discussion in 2-3 years as the landscape develops.

Page 14 summary of the adjustments posted to the accounts from the result of the audit work. This is a summary so takes what were EMAT and OLT schools after adjustments and tracks the pension which is done at Trust level. Page 15 adjustments put through relating to OLT schools and page 16 EMAT. On old OLT school's number of adjustments well below materiality numbers quoted earlier in report as they are when find something during the audit the finance team prefer to make adjustment to ensure starting from as clean point as possible from the new year. It is a half and half of things found but took the option to adjust.

Page 18 unadjusted items. Generally, the decision has been made to adjust as things were found. There are late things in relation to EMAT schools and have been left as unadjusted.

Section 5 internal control findings. SA ran through these in detail at FAR so just flagged page 21 as this document is uploaded to the ESFA. They are very interested in the findings on internal controls particularly the number of higher rated points. Given all the changes and things absorbed in the year, some points that are higher risk this year that need addressing and must be addressed before next year. There is an understanding that at a time of change the Trust needs to bed in systems and controls but it is very important not to roll this forward year on year. Conversations

have already started with JN about an appropriate reporting pack for management information moving forward.

Appendix A confirms FC's independence as auditors. Main threat here is self-review so as FC have been more involved in the accounting this year great care has been taken that they are not making management decisions in terms of accounting treatments or policies adopted. Throughout and particularly in things like the reserves allocating expenditure to funds, ensuring conversations have taken place with in-house management of the Trust and recording decisions made by the Trust allows FC to remain independent as auditors.

Questions invited. PA and PL confirmed there had been a very robust conversation at the FAR on 29 November. There are some observations within the report that it is important to address asap and right to say there is a need to put actions in place to ensure any remedial action taken is done promptly and there is complete confidence that JN will be on the case with this. The Trust does not want reds and some procedural things need to be addressed quickly. The point made about FC getting more involved in the accounts and needing to be independent as far as the audit is concerned is something to be very mindful of going forward.

**Q: I wasn't at the FAR but reading the audit comments there, in terms of legacy EMAT issues, has that stopped and won't resurface or are you expecting more issues and have we got visibility on this so we are aware?** SA stated there is a risk that some of the EMAT issues noted are around the adjustments not made during the year. EMAT were tracking performance but not at the level required under the Handbook and there is now a new combined process using the Access system so some of those EMAT processes which may be wrong, and it is about ensuring now they are addressed so that what is presented to the Board meets the requirements. Feel some leeway whilst bedding in the new system but this is urgent and important to ensure report packs are prepared appropriately. JN commented that there is a risk and mitigation must be ensured. 1: ensuring all of the year-end adjustments are put through the system correctly so management information in January is clean. 2: ongoing process of ensuring things are dealt with. Aware of them and can ensure month by month. There is now a bigger team so the risk that people default to what they know rather than how it must be. This is the first step and JN will be aiming to ensure reports and systems are in place to check back and clean system every month.

**Q: Will that include things like depreciation? There is a £500k adjustment made at year-end in old OLT.** JN need to ensure any adjustments don't come through to income and expenditure and there is no leakage from the prior year. We will have income expenditure reports, and also a balance sheet report. **Q: Sharon, should we be depreciating through management accounts through the year?** SA replied that as depreciation goes to the fixed asset fund it is not the thing that causes the most concern. A bigger concern on fixed assets is ensuring in the EMAT schools that had some of the capital expenditure, this was effectively expensed. **Q: Point right, make sure income and expenditure is right. Don't understand the question** SA agreed this does distort the management figures and JN will be looking at this from January to ensure there are no surprises at year-end.

**Q: Based on observations around the state of opening balance reconciliation are any provisions held in reserves to catch anything coming out or are you confident the balance is a true reflection?** JN responded he felt everything was captured and several quite significant provisions were made that the final figure includes. There might be some small adjustments, but nothing significant is expected. The largest one was provision for the Dawlish sports centre costs which hadn't been paid for 18 months. Provision is in there in reasonable amount if this is called.

**Accounts:** SA advised the first significant part of this is the Trustees report which SD has pulled together. It is for Trustees to decide what is said in the Trustees report as long as the required areas are covered. A checklist has been done to ensure this is the case in the model accounts and SA was happy with the Trustees' report, stating that Trustees can have a view on this. Page 24 before numbers proper, is a consolidated statement of financial activities, income expenditure essentially, for the Trust as a whole. Total net movement in funds of £21,124,000 so that is overall increase in the assets for the Trust from the beginning of the year to the end. A significant amount is bringing in EMAT, plus operating surplus for year; and also, a significant decrease in the pension liability for the local government pension scheme. SA moved through this in detail explaining that it is difficult from this page to pick the information out

Page 25 comparative for this. Page 26 balance sheet. As would be expected with the combination of the trusts, there are some quite significant changes in those numbers year-on-year so tangible assets reflects additional schools joining. Some items are within debtors and creditors so it is not just the result of combining of two Trusts. Within debtors there is some CIF funding that won't be received until March 2023 but was recognised by BF and included in the transfer-in so shows unpaid as of 31 August 2022. Creditors is £400k of NAC classroom block included in accruals. SA defined benefit pension scheme liability dropped from £7.5m to £2.5m and that there is a comment in the ACR on that movement. FC work on those pension figures done centrally from the actuaries' report and check that base and movements are in line with other trusts. SA confirmed this movement is being seen all across the sector.

Bottom of balance sheet shows funds which are split out. Restricted general fund is mainly GAG but also some other items, and fixed asset fund and pension fund are separate, with unrestricted funds at the bottom. Free reserves are £1.7m at the end of the year.

Page 27 same balance sheet excluding OES so for the Trust as a standalone company and as OES has net liability position at the end of the year, total funds are slightly higher if the subsidiary is excluded. Page 28 cashflow from normal actual increase in case, some expenditure on fixed assets, and cash transferred in, related to monies earmarked.

In terms of notes, page 39 and 40 is where staff costs notes are and this is disclosure of any restructuring costs and higher paid staff disclosures. As this only covers 3 months of EMAT plus OLT, as Ivy we will expect this to increase next year when there is a full year of combined with additional senior staffing in total.

Page 41 related parties note where disclose Trustees remuneration even if for their employment. As KQ stood down as a Trustee it is only that period this relates to, only part year. Pages 48 and 49 breakdown of funds. Overlay third dimension which is allocating income expenditure against funds and note 18 does this. Within restricted general funds carried forward, the bulk is GAG. Currently showing restricted SEND money overspent in the year and carried forward but surplus on Covid 19 catch-up funding so there may be an amendment to the note if it is felt some of that spend relates to Covid catch-up.

The other point to draw attention to is page 49 within restricted fixed assets funds committed to capital expenditure fund which has been put in place to ringfence those monies coming out of GAG or growth funding but are already committed to the capital expenditure so are not in general free reserves.

Outstanding currently is page 56 where funds by school are shown and still missing opening position at 1 June so all workings are ready to go to complete the note but chasing this currently from BF. This will be updated and central deficit will also need to be allocated across there. EAL advised another other note could potentially be essential services note with combined reallocated against academies. Discussed with JN how the Trust want to split across the schools and will inform when figures are known.

Questions and comments invited.

A Trustee commented it had been an unusual period with Covid, merger, and other issues and it is not a normal accounting period, so was good to understand some areas of risk and concerns and educational process to be done to ensure aligned going forward. It was noted that these changes need to be implemented quickly so there are no surprises this time next year.

JN referred to the pension deficit, stating whilst the figure has reduced, the payment term has also reduced and had communications this week whereby the process for repaying this will run over 11 years so from April will hit staff costs and currently 17.6% plus cash 2% increasing to 19.6%, with 3.2% April 23 rising to 3.3% the following year which is another percentage on support staff. On quick modelling, this shows an in-year cost of approx. £100k. There will be a direct staff cost from April on support staff which is approx. 24% of staffing costs so is significant. SA commented that looking at the 2-3-year horizon it is these costs and increases in underlying staff salaries and mismatch between that and funding that is causing concern.

**Q: Building on what was said about it being an unprecedented time, are you content we are in a reasonable position and well placed to go forward from here?** SA confirmed the starting position is good. The Trust has reserves and cash. SA echoed the comments about urgency of ensuring the financial systems controls reporting are accurate and timely from the new year in January. Numbers are large now and the scope for downturn to quickly become a big number is significant. Starting point is good and there are some reserves, and budgets look sensible but will be a constant monitoring process to rely on to know if quality of information is coming to the Board. No further questions. TS thanked SA and EAL and stated the Board looks forward to working with them in the future. *SA and EAL left the meeting.*

Trustees discussed the process of due diligence ahead of the recent merger and whether some of the accounting issues raised here were, or should have been, picked up. For future expansion it is important to ensure the due diligence process is robust as that presents a significant risk to the new Trust. It was agreed that with the knowledge gained from this merger experience, asking the right questions, alongside the auditors, and not relying on the information provided was key. PA, as the Chair of EMAT as was, stated in terms of what was publicly available, adjustments were put through and this had arrived at the correct view. EMAT were fully aware in terms of reserves, and had audited opening balance the previous year. In terms of EMAT, the evolution was a very new trust and Trustees knew the reporting and making decisions was on an in-year cashflow basis but knew where reserves position was, which has been shown here. An amount of work has been done to tidy up the accounts at year end and they look right. With the absence of lots of capital projects the figures were not a concern but it was noted that some of these issues could have avoided at year-end by looking at earlier in-year.

Monitoring and budget reviewing is a key thing going and must be accurate. Capabilities of the new management system are enormous and this needs to be used correctly to guide and inform decisions with confidence. This will enable a view of the systems of any prospective joining Trusts to ensure they are saying the same thing. It is accepted there will be errors and system changes but the financial due diligence needs to be more challenging next time.

**Q: EMAT reporting wasn't compliant with the Academies Handbook but going forward, given constraints on budgets, it was fortunate with EMAT that underlying figures are good, but with other mergers, schools might not be in such a healthy position in next 2-3 years.** JN confirmed that in terms of due diligence the big numbers were right. It was known that of the EMAT £1.4m surplus about £1m was already committed for capital projects which would have left £400k. This increased slightly to £700k. OLT moved in the same direction having started with £700k of free reserves and that also increased by £300k approximately so the sum of that is the £1.7m. The numbers were right. There is no mention of the OLT reporting and processes in-year as there is no criticism of them so as a new Trust the team know what they need to do, and will ensure it happens and that there are clean management accounts to make informed decisions.

It was noted that of the current £1.7 m reserve, £400k is already spoken for in terms of the pay award so the reserve is actually £1.3m and wise spending must be implemented so that the students in the IET schools benefit from this. This was touched on at the Trust conference. If there is further expansion, it is probable that the entity will be in worse financial state than now. This is not a reason to not go ahead, but caution taken.

JN stated that the reserves policy aims for 8% of GAG (which is approx. £20m) so 8% is £1.6m. The current reserves are in line with this and on paper the Trust has a high reserve showing the £400k which is earmarked. This is close to the agreed reserve amount but if the forecast for this year plays out, the reserve will be below that at year end. It was noted that Headteachers want to recruit.

**Q: Any benefits from the autumn budget?** JN advised that the first benefit is reduced the NI contributions from November so were paying 1.5% more from April so there will be a reduction there and that will mitigate some of the pay award costs. Support staff pay award was higher than anticipated averaging 8% depending on staff profile. Detail awaited in what that funding will be. Notification of some capital money for efficiency and sustainability which is new money to offset energy costs. Currently receiving rebate per unit which expires in March. Currently the unit price is just over 40p and will go over 70p in March if nothing else is forthcoming. £186k across the trust for sustainability.



22/5/3.1	<p><b>Matters arising from the previous meeting held on 11 October 2022 and EGM on 9 December 2022:</b> 11 October 2022 - KQ confirmed that the request on page 2 around admissions about pupil numbers is included in the CEO report this time. Page 3 - Teign energy meeting has happened and fed into the FAR. PHSE fit for purpose review - PC confirmed this is planned that part of the school reviews in summer term will be a focus on that. TS confirmed that he visited Kenn and Kenton primaries.</p> <p><b>Item moved to Part II here.</b></p> <p>PL advised Trustees that the FAR committee had a pre-FAR meeting about energy efficiency. NH is reaching out to external organisations as well and ideally would like to do a full audit of all premises with time of the essence now in terms of energy costs rising. There is an existing group which has carried out solar work at NAC who have a whole ethos around how to save energy and are keen to include the students in this. KQ and PC met with Heads and NH presented an updated version of the Trust Conference presentation. Representatives were requested from each of the schools to contact NH and come together and to start a piece of work for student councils etc as a working party after Christmas. <b>Q: Is that a separate sub-committee of the FAR?</b> KQ advised it will become a standing item, children, student councillors, sixth formers, people in the schools. PL stated as this has a direct implication on costs it will be on the FAR agenda each time to enable reporting back to the Board on actions and progress.</p> <p><b>Action: GW to include standing item on FAR agendas for sustainability.</b></p> <p>NH advised that enquiries to an external consultant showed a high charge for this service and consideration was required as to whether it is worth that cost for potential savings, or some more of our time? A suggestion was made to approach some of the university research teams as a possible post-graduate exercise and it was agreed the Trust would be reluctant to pay for any of these services.</p> <p><b>Action: TS to approach MMc, Chair of TCS Mill Lane, later in the Chairs' Group meeting, following his input at the Trust Conference in November.</b></p> <p>NH stated that the funding available was £45k for a secondary and £12k in primary. Cockwood for example has electric heating and this can potentially be improved as part of the forthcoming refurbishment. SD advised they had a CIF bid previously but this didn't meet threshold. It was suggested by KQ that it might be advisable to divert some of the Trust's capital funding to projects which will have most impact. There is a swimming pool at Starcross which takes energy to heat so the Trust may need to think about the extra sources for that.</p> <p><b>Q: The Cockwood rebuild project, will that resolve some of the issues?</b> KQ advised that piggy back work is being done and the Trust have some money for solar panels, which will be discussed later in the meeting.</p> <p>EGM on 9 December minutes deferred to LGB item at the request of the Chair.</p>	<p><b>GW</b></p> <p><b>TS</b></p>
22/5/3.2	<p><b>Accept the minutes as a true and accurate record of the meeting held on 11 October 2022 and 9 December 2022:</b> Unanimously <b>ACCEPTED.</b></p>	
22/5/4.1	<p><b>CEO Report:</b> Report circulated in advance. Quick highlights, slightly updated format with contextual overview and primary and secondary and first time able to compare and contrast 3 secs and likewise for EMAT 5 primaries now. Plan by end of year to have spreadsheet showing trends and impact. HT1 data and approaching end of HT2 will collect after Christmas. Observations overview capacity as entire trust figure 87% full against capacity, and each schools how. Persistent pupil absence will be a theme for the year and will be one of the strategic priorities looking at overall attendance 93.8% with national in November being 93.5%. As look at individual schools there is a difference for primary and secondary. As requested last time, persistent absence figure is recorded and that is high.</p> <p><b>Q: The number under that, is that a few small number of students?</b> KQ on individual school pages will add number of children.</p> <p>KQ other thing to note on page overall is number of suspensions and PEX. Update PEX figure says 9 HT 1 and is now 13, 1 DC, 8 at ER although 1 was withdrawn by the Headteacher before the governors' met; and 5 at NAC (Afternote: at the beginning of February this stands at 9 since September 2022). One so far has gone to independent review panel which is taking place tomorrow which is next layer of appeal for parents/carers. Noted high but invited PC to speak Mark Kastner</p>	

following info from TGO that the Inclusion Officer had indicated Ivy was a concern. PC advised that his meeting yesterday, was good and very supportive and the tone was what can county level do to support IET and other trusts as Ivy is not different to others. TCS is high and schools not in trusts are higher. 86 in the county and were at 43 last year so double pex and far more than ever have on record. Tone of meeting was what is it missing from things schools can access that might mean they could try something different. PC put us on front foot by being involved if county want to try anything with a trust in terms of cross trust alternative provision or project on KS2 transition, we would be very willing to be involved as one of the trust to try something with. Also resource bases, but don't have any more idea how to solve it than we do, but pleased tone of the meeting was what can we do to help you understand route cause of behaviours, why are more teens exhibiting high levels, and what could be in place not to pex. TS asked if any of our pex were unreasonable. PC very much view that individually each case was reasonable, lawful, proportionate, air and couldn't find a single one where the Headteacher made the wrong decision and he couldn't say there was any pex that shouldn't have been done. What is surprising is the number in a short space of time.

**Q: Has anyone factored in the Covid effect of this? Behaviours have changed and suspect element of this if you took position pre and post Covid, would be element of society impact in the last 2 years.** PC lot of talk about this and mental health of children through whole age range. Also looking to do piece around mental health of parents and post Covid parenting effect on behaviour of children.

**Q: It is useful to now have three secondaries across the Trust for comparison. Looking at page 4 grid for exclusions and incidents. Worry about NAC or is it inconsistency of recording?** KQ advised there is no concern currently. Think it is a recording issue in terms of category and recording. NAC have unusual way of recording incidents and lump a lot in one category. With OLT schools it took 12 months to refine those and this can be done as a collective to see how schools are recording for consistency. Things like not having a tie, pencil, etc and this is not right for the data and to target. Standardisation will be done, working with the Heads. Did well with the primaries at OLT but only the lone secondary and now have 3 can do this better. Also the Headteacher at NAC has heightened expectation around performance, punctuality, etc so seeing higher level of incidents which may also work on this.

**Q: Is there an issue with their use of CPOMS?** KQ stated that NAC put everything on CPOMS. PC advised this was previously used for safeguarding, and SIMS for behaviour. KQ felt it is good that incidents are being recorded and next step to categorise those into meaningful data. Headings work through with heads and see if are the right ones. All schools use CPOMS for safeguarding and others use other mechanisms for behaviour such as class charts, Arbor etc which is part of the problem capturing data for one report.

**Q: Suspensions – the percentage at NAC indicates one in 10 students going through some sort of suspension process. Views around common trends? Awfully high number.** TS highlighted new heads at NAC and ER. 8 PEX at ER is not to be tolerated in the new year. KQ advised this has slowed this half term and look at data next time shouldn't see any.

**Action: KQ to add data around part time timetables for next report.**

Also, Heads need to be aware the Board are looking at data and monitoring.

**Q: Is it also something to be learned when those 3 Heads get together on the strategy used? Headteacher of DC spoke about 2 places children go when not coping well with lessons vs outright defiance to go to the unit. Would be good for them to share good practice on this for consistency. Important to discuss what we have in place for dealing with differences in SEND children, etc.** KQ when met as heads this time key strategy for Trust to fill gap and collectively pool funding spent on alternative provisions which is significant across 3 secondaries so we should be able to do something better ourselves. Chances has a purpose and place, but the mix of alternative provision providers pooling something across the 3 schools was supported by the Heads.

Pupil intake analysis as requested from board last time. Secondaries fared well in terms of recruitment figures. Primaries looking at number of children living in catchment of school areas, K and K recruited 100% of school age living in their catchment at Kenn. SP talk about if full budget would be better but are over recruiting. ML figures are pre-Ofsted announcement and the report was not live until September term so there is work to do there.

KQ

**School deep dive reviews this term:** Expectation of school improvement is one deep dive for each school across the academic year. Prioritised Kenton and Starcross as they are due Ofsted first. New head in post at TCS ER so that school will be next. Heads and leaders feedback about the experience was very positive. Strategic plan under construction and general Trust wide theme around attendance; suspensions and behaviour; SEND; and early reading in phonics and secondary.

**Q: Maths hasn't come up in this and we highlighted that last time for the data.** KQ responded that the other 3 primaries were done in January, February, and March and NAC volunteered to be the first secondary with English and History for April using the same school improvement person. As yet, a secondary specialist has not been identified.

**Q: You talked about a Trust improvement plan. When will this be ready and implemented?** KQ stated there is a strategic plan around pulling out these themes picking up from data and reviews. TS has seen the first draft and some more work is required so this will be ready in the new year. PC is working on the self-review discussed at the QofE meeting, which is an evaluation, and confirmed this will be ready for 19 January. The QofE section in KQ's plan is driving the improvement. The QofE Committee requested a tool for going into schools and performing a review and the first draft of this will be presented to the QofE Committee on 19 January. KQ advised that the strategic plan includes finance, people and culture so the 4 pillars mentioned by Sir David Carter in the Trust review, plus the Trust conference at Sandy Park, as key themes for a 3-year plan for Trust work. That self-assessment process will filter out as the quality assurance carried out by the EDE for deep dives for school improvement, with the deep dives being a more curriculum focused tool.

It was suggested it will be useful to have the curriculum plan RAG rated in terms of progress coming to the Board, going through QofE Committee and then priorities. Look at outcomes not quite at national so can look at SEND, etc and where our schools need to improve. It was noted that every school has been through Covid and is still slightly underperforming so focus will be on pedagogy, in-class assessment, etc. *PC left the meeting.*

**Q: The review at Starcross on page 9 runs across from experience with ER in the classroom needed to focus on learning and needs of all children especially SEND. Focus is currently on what we as teachers have covered and done, not on what children have learned and this is fundamental in planning.** KQ responded it is about retention and knowing the children well. Plan around strategic plan is the what, and PC is the how, which will then hopefully improve data in KQ's plan for attendance, etc.

**Safeguarding update:** P&V committee heard that Ofsted has seen an increase in the number of parental complaints post-Covid. Two were received at DC and one at ER for two very vulnerable children, and one vulnerable family. Both have been picked up and KQ commissioned SD to carry out a review of the process of what schools are doing as a result of that. SD is drafting an action plan for those schools to be monitored at the P&V Committee. **Q:** It is how the organisation responds to the complaint. Think the way you have responded taking seriously, looking externally, how can we address this, very healthy so well done. SD reassured Trustees that the schools have acted on the feedback. External support was sought and KQ stated that extra capacity for the DSL is going in around January to fulfil the action plan.

Buildings was discussed at the FAR Committee and are highlighted within the minutes.

**Item moved to Part II**

**Governance:** This is an evolving piece of work so updates are in blue. To be included in item 6.

**Marketing:** This has become a central function at Ivy. The work being done for each school is listed, and the team is looking at standardising websites and presenting IET as a brand and what is being done for effective recruitment. Analysis of the job sites used to advertise whether they are paying off. New Ivy news pages which will pull good news stories from each school. Google analytics on back end of website, now will look at information particularly around recruitment which is expensive. The TES subscription, for example, is approx. £35k per year and this needs to be effective when there are other options for that. Second area is around how our audience access our sites such as by mobile phone, laptop or other device, and ensuring websites are fit for those pieces of equipment. *PC rejoined the meeting.*



22/5/4.2	<p><b>This item is part II</b></p>	
22/5/5.1	<p><b>FAR Committee:</b> Minutes shared on the portal. The Heads from Dawlish and Starcross attended at the start of this meeting as the responsibility for finance is currently removed from the LGBs. No governor representative was there on this occasion, but it is hoped that with recent recruitment a link governor will be appointed who will then attend alongside the Headteacher.</p> <p><b>Reports and accounts received for approval.</b> Detailed and lengthy debate and discussion with SA in attendance which covered a lot of ground. Interesting period as discussed previously with merger of the two trusts. No major surprises and some of the items were aware of and providing time will be in position of strength going forward. Time was spent discussing the additional risks with an enlarged Trust, as Trustees did today. The new accounting system that JN is working with is exciting and will be very good. Danger is lot of information that is available and how to use this as a tool to forecast budget and steer correctly, ensuring effective use. PA, PL and SJ had a session to see the system with JN which was very useful and worthwhile. It was suggested to see the ranking of the schools in terms of financial performance to give early warning signs of those not going in the desired direction, and RAG some of the key financial performances to ensure corrective actions in place, and JN will be working on this. It was noted that the first meaningful set of information will probably not be until the new year. JN advised that October's figures were provisional but didn't have pay awards or progress, and were forecast. November's figures include the pay awards and are on the portal. December will capture all of that plus progression for staff as well. 2 weeks into Jan will be looking at actuals with a clean 4-month period for staffing.</p> <p>The Committee had discussed the biggest challenges going forward in terms of pay roll and proposed pay awards and noted it is a difficult time for the public sector. It is anticipated that the figure will not be one budgeted for. Energy is being addressed but will be a big challenge going forward.</p> <p>One reason Ivy will be an attractive Trust to join is if the financial prudence is good which will give a strong position academically and a well-run, financially astute Trust.</p> <p><b>Part II executive and teacher pay:</b> These were approved and both items are under Part II.</p> <p>The Board recorded thanks to JN for seeing the Trust through difficult period.</p>	
22/5/5.2	<p><b>People and Values Committee (P&amp;V):</b> KQ confirmed the Heads from Dawlish and Starcross attended the first part of this meeting as their delegation has currently been removed. Key element is stakeholder feedback and questionnaires are ready for the new year for staff and pupils, from a wellbeing aspect. Sir David talked about diagonal slice of the organisation so will focus on that in this Committee in the next period.</p> <p><b>Q:</b> Could you explain to me the first paragraph in Terms of Reference about the remit of QofE Committee? Your CEO report provides lots of data and we are very well informed on that. Talk about groups all the time. Not sure what that was about? KQ explained this is around where does that data drop as there was discussion around if students are not happy, they don't attend and behaviour declines. It is felt that this crosses both the P&amp;V and QofE Committee hence still in the overall report. It was agreed that both tie in. When QofE is looking at persistent absence, this could apply to SEND students. The QofE go into certain aspects and P&amp;V another, so this needs to be approached from both. The data will continue to be collected half termly and be shared so all Committee members can use this as they wish.</p>	
22/5/6.1	<p><b>LGBs: Minutes of the EGM of 9 December 2022</b> were unanimously <b>ACCEPTED</b> as a true and accurate record of the meeting.</p> <p><b>Cockwood, Kenn, and Kenton:</b> Nothing this time. KQ referred to her analysis with consideration for the future looking for succession for the current chair and also looking at using the circle method of governance instead of their committees and having portfolio holders/link governors for key aspects of governance. This is now the NGA's most preferred model and is in place with most of the Trust LGBs.</p>	
22/5/6.2	<p><b>Dawlish College:</b> Resignation of Sian Hawkins as a co-opted governor was unanimously <b>ACCEPTED</b>. KQ reported a very positive LGB meeting on Tuesday evening this week. The Board agreed at their EGM on 9 December for KY to take up the interim Chair. The meeting was attended by 4 out of 5 of the new governors recruited by GW, who are a combination of parents and co-opted. Challenging questions were put forward and it has been made very clear that KY chairing is a temporary measure and we are seeking one of them to stand as Chair by April. GW will</p>	

	continue to act as their LGO for this academic year, supporting KY and overseeing the process of training and induction.	
22/5/6.3	<p><b>NAC:</b> Following a staff governor nomination process, the LGB recommended the appointment of Sarah Wilkinson as the Staff Governor (Teaching) for a term of four years. Unanimously approved and duly <b>APPOINTED</b>.</p> <p>There is a LGO in place and KQ highlighted an example of benefits of being part of a bigger trust in that some of the schools had struggled to get clerks as the role offers a small number of hours per week. Managed for NA, ML and SP as this is the same person and as a bigger organisation, we can offer someone a reasonable employment.</p> <p>NAC need to secure further parent representation and this is being worked on.</p>	
22/5/6.4	<p><b>Starcross:</b> Resignation of Claire Le May as a co-opted governor – unanimously <b>ACCEPTED</b>. Appointment of Martin Veasey as Chair of Governors - unanimously <b>APPROVED</b>. Progress is being made on this governing body and a LGO is now in place. The Governance Improvement Plan is being worked on and the delegations removed will remain for the time being but there is confidence that is shifting.</p>	
22/5/6.5	<p><b>TCS ER:</b> TS drew attention to the ER minutes reporting in terms of rate of absence and exclusions which is historic. PC stated that the Headteacher there is being honest with the governors and they haven't had this previously and the school in on an improvement journey. Would have liked Ofsted this term with improving picture. Huge and quick culture shift at the school which will result in suspensions and permanent exclusions. Taking things in turn, behaviour, culture, uniform. After Christmas focusing on SEND so all things PC and KQ would have picked up. Doing this rapidly and this creates some disturbance. PC and KQ walked the school together and observed no wandering students, calm, bearing in mind it was the last week of term, every lesson was calm and students were listening. Next bit is deep dives for the learning. PC looked at books and saw pride in work and presentation. It was noted that if the inclusion rates drop this half term and the beginning of next, that is showing impact so a delay in Ofsted visiting could show a difference.</p>	
22/5/6.6	<p><b>TCS Mill Lane:</b> Nothing for this meeting.</p>	
22/5/7.1	<p><b>Policies and procedures:</b> SD confirmed that these went through the Policy Review Group ahead of this meeting. The process is aligning with OLT and EMAT policies, and part of the cycle of review, and there are no major changes. Some updates for staff expenses and cost of living to ensure fairness and what the Trust will pay for.</p> <p><b>Managing Sickness Absence:</b> Some wording which was not picked up and has been requested by the Chair is to amend the direct line management of absence of the Headteachers from the Chair of Trustees, to be the CEO. This will be amended where it says Chair to say CEO; and for the CEO absence it will say Chair of Trustees.</p> <p><b>Action: GW to amend this before uploading to website and circulating as appropriate.</b></p>	<b>GW</b>
22/5/7.2	<p><b>Lone Working:</b> Consideration of staff staying late for meetings, caretakers, and people who choose to stay later to not impact on home life so prepared with this in place. <b>Q: There is nothing about ensuring the caretaker knows people are on site.</b> Unanimously <b>ADOPTED</b>, with some wording around this.</p> <p><b>Action: SD to include this wording is in the policy for coming on site.</b></p>	<b>SD</b>
22/5/7.3	<p><b>Volunteers:</b> There was an approach but it wasn't formally documented. Volunteers are covered under the Trust's DBS policy but this is further detail for Heads on managing volunteers for community readers, gardeners, etc and guidance to Heads on how approach those. Unanimously <b>ADOPTED</b></p>	
22/5/7.4	<p><b>Support staff:</b> EMAT schools didn't have this set in stone and it is now in place for the whole Trust with headteachers being part of this process. There are no changes to that but it is about recognising the opportunity to be appraised. For support staff the appraisal is not linked to pay but an opportunity to meet with their line manager, explore CPD etc. Unanimously <b>ADOPTED</b> for use this year.</p>	
22/5/7.5	<p><b>Grievance:</b> One correction under the Grievance policy, where there is a grievance about a Headteacher this will come in the first instance to the CEO, not Chair of Trustees. Unanimously <b>ADOPTED</b> subject to this amended wording.</p> <p><b>Action: GW to amend this before uploading to website and circulating as appropriate.</b></p>	<b>GW</b>
22/5/7.6	<p><b>Staff Expenses:</b> Amendments linked to cost of living and specifically stating that the Trust will reimburse food but not alcohol. Unanimously <b>ADOPTED</b>.</p>	
22/5/7.7	<p><b>Governor and Trustee Expenses:</b> Reviewed as part of the cycle. This is to ensure no barriers to someone becoming a Trustee of Governor due to costs of say childcare. Unanimously <b>ADOPTED</b>.</p>	

22/5/8.1	<p><b>Training: GovernorHub</b> - GW confirmed that training is coming on this in the form of 1-2-minute tutorials which may be accessed, paused, and restarted at the user's convenience.</p>	
22/5/8.2	<p><b>School visits.</b>  <b>Action: PC to take SJC and KY around the secondaries.</b></p> <p>SJC visited TCS ML as link Trustee and spoke to the Head who was very positive about being part of the Trust and support from the central team and particularly KQ. Liked working with other Heads and coaching, and felt it was very beneficial to be part of a broader team. Felt that subject leaders across together and working on those broader curriculum areas such as Geography and RE would be useful. Talked around numbers and advised that a local nursery is closing which is an opportunity. The feeling was enthusiasm and pride in the school and it had been a pleasure to visit.</p> <p>TS visited Kenn and Kenton. Kenton is a work in progress and there is concern about pupil numbers. Secured <math>\frac{3}{4}</math> of the local children but the numbers are contextual. The deep dive from Sarah Ryder has just taken place which was useful and they are acting on that. Relationship between EHT and HOS at both schools is bedding in. Positive visits and were appreciative of being members of the Trust.</p> <p>Think all building blocks are in place and with positive changes in governance and leadership there is now a need to concentrate this into results. Firm financial situation, governing bodies being turned around, strong staffing, and now deliver in the remainder of the academic year. A Trustee expressed their view that there is a need to move from external review being the only quality assurance now as a Trust.</p> <p><b>Q: When we visit, how do we add value and not be a hindrance or distract staff from their teams and students? How do we coordinate the visits? Is there a coordinated plan of visits? What can we look to do to add value rather than just visiting?</b> KQ advised there is strong encouragement and work gone in for governors to have a cycle of business so they don't overwhelm school leaders. Each Trustee has been allocated a link school and it has been largely left to them to arrange those visits. It could be a coordinated approach through GW. Trustee visit is are we translating what we hear the executive team say and can you see those golden threads, also opportunity for the schools to know who you are and have a voice to the Board which is not through KQ or PC.</p> <p><b>Q: Are we allowed to turn up without previous knowledge?</b> KQ stated that is the remit of the CEO and EDE and Trustee visits need to be agreed in advance, and the Headteacher included in the arrangements. It is about going in and celebrating successes. If Trustees visit, they should be themselves and expect to receive questions around being part of the Trust. It is important to show a connection with the Trust and have some feedback from the schools and what we can do for them, with a triangulating picture to ensure an honest understanding of where the schools are. One thing which has emerged from KQ attending all LGB meetings this term is a desire to get together as governors, and an event for this will be facilitated in the new year.</p> <p>PA visited NAC a few years ago and used the output of the Trust conference in November as an agenda for meeting with the Headteacher and Chair of LGB who couldn't attend the conference due to other commitments.</p> <p>The direction for the Chairs' Group meetings this year is to be more strategic about issues affecting all the schools such as SEND, in a gentle way holding schools to account in terms of energy saving, etc; and asking why aren't you recruiting to PAN and what can we as Trustees and the executive team do. It is important to recognise they are doing a good job in difficult circumstances.</p> <p><b>Link Trustee for Dawlish College:</b> As SC has been unable to undertake an active role as a Trustee this term, it was unanimously <b>AGREED</b> for PL to take up the link role for Dawlish College and for SC to be advised accordingly.  <b>Action: GW to pick this up with PL in the new year.</b></p>	<p><b>PC/SJC/ KY</b></p> <p><b>GW/PL</b></p>
	<p>Trustees agreed there would be further concentration on finance for the next meeting and the Chair closed the meeting at 11.45 am.</p>	