

TURNER SCHOOLS

Company number 10084743

(The “Company”)

Minutes of a meeting of the Directors of the Company held at
Phaidon, Regents Wharf, All Saints Street, London, N1 9PA, 9th July 2019 at 9.00am

Attendees:

DIRECTORS:

James Booth-Clibborn (JBC) - (Chair for the meeting)
Gary Cottle (GC) - (Chair - Risk & Remuneration Committee)
Manjinder Johal (MJ) - (Chair - Finance & Audit Committee)
Tracy Luke (TL) - (Chair - TFS LGB & Governor, Folkestone Academy)
Jo Saxton (JS) - (Chief Executive Officer and Accounting Officer)

OTHERS:

Jenny Bledge (JB) - (Clerk)
David Bowles (DB) - (Acting Finance Director)
Seamus Murphy (SM) - (Deputy CEO)

Apologies:

Jennie King (JK) - (Chair - M&M LGB)
Rachael Lever (RL) – (HR manager)

PART I

Welcome and introductions

1. Notice, apologies/resignations, quorum

It was agreed that Director James Booth-Clibborn would serve as Chair for the meeting. The Chair for the meeting confirmed that due notice of the meeting had been given and that a quorum was present.

Apologies were received from Jennie King (who had previously given their approval to items of business requiring it).

Resignations from the Board had been received from Carl Lygo and Sue John.

Prof Lygo’s new VC role in Coventry was hampering his ability to get to Folkestone on a regular basis.

Dame Sue cited the distance to Folkestone from her home in Teddington as an increasingly limiting factor.

The Board asked that their collective thanks be passed on to Prof Lygo and Dame Sue, who had both been founding signatories of the Trust.

2. Declarations of interest

Declarations of interest were circulated for review and no new interests were declared.

3. Minutes of the meeting of 29th March and 7th/8th May & matters arising

The minutes of the previous meeting were agreed and approved as being an accurate record of the extraordinary meeting.

Matters arising were discussed:

- Board effectiveness – Clerk noted that she had received 2 self reviews back from board members to date.

ACTION – Self-reviews to be sent out to Directors again to be completed by August Clerk

- Policy review being undertaken over the summer and approvals would be requested by Clerk.
- Directors confirmed the appointment of RSM as auditor, with immediate effect, further to the recommendation of the FARC after procurement exercise.

4. Future meetings

Dates will be confirmed once new Board appointments are made.

Provisional dates:

September 5th or 6th – Folkestone [later revised to be October 30th]

December 12th – London (Phaidon)

March 16th - Folkestone

July 13th – London (Phaidon)

ACTION – JB to confirm dates

PART II

Business of the meeting

5. Governance

Closed Session (Board & Clerk only in attendance)

- Performance review and constitution
 - Remaining skills gaps discussed – to be reviewed again once substantive Chair in post
- JBC happy to serve as Interim Chair until substantive Chair is confirmed by the Board.

ACTION – Changes to the Board to be made on DfE and CH Clerk

- It was resolved that MB be appointed to the Board.

ACTION – Meetings to be arranged between MB, JBC and GC Clerk

- It was resolved that HJ be appointed as a Director.

ACTION – Clerk to organise letters of appointment and coordinate induction Clerk

Deputy CEO and the Acting FD joined the meeting.

Local Governance

- Review of local governance across the Trust was discussed, and the need for increased performance challenge for school improvement reasons, as well as increased community links, were noted.
- It was agreed that the LGBs be re-named Challenge and Community Committees in accordance with this focus on their purpose.

- JS/SM to draft revised terms of reference for board approval in advance of the next meeting.

Action: JS/SM to share proposed 'CC' terms of reference with the board before the next meeting

- The forthcoming vacancy of Chairs at two of the Trust's local committees was discussed.
- Directors required that Chair JDs become a part of the Cttee Terms of Reference.
- Candidates were put forward and would be confirmed in due course.
- The Board approved to pilot the revised model of governance, on an interim basis and candidates for Chairs would be considered in due course.
- Governor Handbook to shape training for CCs and their Chairs.

Actions:

- | | |
|--|--------------|
| - CC Terms of Reference to be shared with the committee for approval | SM/JS |
| - Clerk to ensure declarations at local level to reflect up to date interests | Clerk |
| - Candidates for the two Chair vacancies to be put to the Board | Clerk |
| - New edition of GH to inform training | Clerk |

Scheme of Delegation

The updated scheme of delegation was considered and presented for approval. Barring one correction by TL it was accepted and could be published.

Action – Typo corrected and SoD to be published on Trust website **Clerk**

6. Chief Executive's Update

JS presented her update to the board.

In addition to this the following were discussed:

Academies Financial Handbook

- JS + DB discussed this year's changes to the AFH

ACTION – JB will send out an electronic copy to board and others. **Clerk**

- Internal audit framework and how TS is already audited in this respect.

ACTION - FARC to confirm internal scope it advises at the next meeting. **Clerk**

- Change to the scope of internal testing requested by Board.
- JS explained that TD is now managing the RR for TS, and what this means in terms of increased rigour via monthly moderations.
- Extended use of The Brilliant Club to increase further the aspiration of able disadvantaged was discussed. JS' resignation from TBC was noted, meaning that there will be no RTP going forward.
- Examination results of participants to be shared at the next meeting.

ACTION – TBC may be implemented at TFS, and possibly TS primaries **Clerk**

TBC data at student level in terms of examinations to be shared at next meeting
Clerk

Performance Dashboards

SM presented and took questions on performance across all schools. Areas of impact were noted, and areas for continued drive were also discussed.

Target setting for next year

- SM outlined headline the key benchmarks using National averages and FFT (Family Fischer Trust) (FFT50, FFT20 and FFT5). The other key markers being DfE 'comparing' facility which allows us to find contextual similar schools. Contextual comparison had been factored in the to the proposed targets.
- The Board approved the outlined targets proposed for the next year. These would be

confirmed (with additional detail provided) at the next Board meeting.

Strategic Plan

- JS presented the strategic plan.
- The Board approved the strategic plan, pending input from new Directors.

Stakeholder feedback

Key points of note were:

- Parental support has improved across trust.
- Perception of behaviour catching up with the improved reality at FA.
The Board enquired about mental health provision across the Trust.
The Board noted that each Principal routinely has an action plan for continual improvement.

ACTION - Mental health facilities for pupils and staff on offer to be shared at next board meeting.

Clerk

7. Turner Post 16 Provision

- The vision for post 16 provision in the schools was presented and discussed. Background information on the offer of other local providers was received.
- The USP of each was discussed. Rich and round offer, with already high employer engagement at FA was noted consistent with the 'cradle to career' ethos. More restricted offer but with university entrance or degree apprenticeship agreed as TFS focus. The movement of pupils between the two was welcomed. It was agreed that the IBPC would be offered at FA.
- New TLevels were discussed.
- With no other comments from the Board the post 16 plans were approved as actionable.

ACTION – SM to proceed with IBCP and the FA related post 16 plans

SM

8. Annual Budgets

- Directors were reminded of their responsibility to approve budgets upon recommendation of FARC. FARC recommendation was approval, subject to caveat around work being undertaken to achieve in year savings for capital works to maintain cashflow levels.
- The balance of teaching to non-teaching staff across the Trust was discussed and SM agreed to continue to watch this.
- DB confirmed that he had calculated budgets to include known maternity cover etc.
- Lagged funding and pupil numbers were discussed.
- The Board agreed to approve the budgets.
- MMAs were received (and noted as already so in May).

Part III

Standing items/Items for reference

9. Risk

- Strategic and operational matters were considered.
- Mitigations in place were summarised.
- The Board noted that the Rremco audited the full register and a meeting of the committee was upcoming.

10. Annual Data Protection Report

The report was received.

11. Annual HR Report

JS presented the HR report in RL's absence.

- All faculty KPIs have improved.
- Workforce stability has increased and turnover has reduced.

12. Annual Safeguarding Report

- Centralised procedures were confirmed and it was noted that all schools have undertaken an audit, with no-notice inspections undertaken from time to time.
- Biggest increase in case work this year has been in neglect suffered by pupils.
- It was agreed that every school would have a formal Safeguarding review if they have not had an Ofsted inspection.

ACTION: Safeguarding review to be booked for schools not inspected by Ofsted annually. SM

13. Committee Activity

- Following updates from the Chairs of the various committees, the Board agreed to receive minutes from the various committees sent to them on a rolling basis, and to be aware of matters arising earlier than the next meeting.

14. Policies

The following HR policies were discussed and approval would be sought by email.

- Anti-harassment
- Anti-corruption and bribery
- Flexible working
- Family friendly policies including maternity, shared parental and parental leave
- Emergency leave
- Homeworking
- Absence management

15. AOB

- SM discussed an evening governor training session for all LGBs to which Directors were also welcome to attend, date being October 17.
- Protocols for Governor visits were considered and SM committed to clarifying expectations.

ACTION: SM to lead Governor training in Autumn

There being no other business the meeting closed at 11.30am.