



COMMUNITY INCLUSIVE TRUST BOARD MEETING
MINUTES OF THE MEETING 16TH JULY 2024 AT 1:00PM – WARWICK HOUSE, LONG BENNINGTON

Attendees

Stephen Hopkins – Chairman
Helen Drew-Bradley – Trustee
Jo Slesser – Trustee
Pam Powell – Trustee (via Teams)
Kate Goodman – Trustee (via Teams)
Kim-Adele Platts – Trustee (via Teams)
Julia Lindley-Baker – Trustee (via Teams)
Nathan Jeremiah – Trustee
Paul Tallentire – Trustee (joined at 1:47pm)
Peter Bell – CEO/AO
Daran Bland- Director of Governance and Operations/ Interim CFO
Ana Hendrickson – Company Secretary/ Clerk to the Trust Board (Minutes)

1. WELCOME AND CHECK IN

The TB Chair welcomed everyone to the meeting.

He advised regarding the two new Trustees, Lisa Ashcroft and Paul Tallentire, who would be joining the meeting slightly later due to work commitments.

2. APOLOGIES FOR ABSENCE

Leah Miller – Trustee – Work commitments

Lisa Ashcroft – Trustee – Family emergency

Apologies accepted.

Absent - Harpaul Dhindsa – Trustee

3. DECLARATION OF INTERESTS

None for this meeting.

4. CHAIR'S OPENING REMARKS

The Chair welcomed everyone to the meeting and reminded all present regarding the CIT Values, those being Honesty and Integrity (being truthful with each other, celebrating when things go well whilst being able to say when things are not as good as they could be; showing good judgement and respect), Aspiration (making sure that all have the best possible opportunities to achieve), Professionalism (acting in line with the expectations of conduct and behaviour), and Inclusivity (promoting equality, celebrating diversity and treating everybody fairly).

He encouraged all to speak up should the meeting not abide to these at any point.

The Chair outlined the latter part of this agenda:

Item 16 - will be deferred to the TB meeting in September 2024.

Item 20 – Discussions will be held around a MATSE, an external review to be carried out by CIT.

Decisions will be made today in terms of Trust growth. These decisions will route map the Growth Strategy.

The Trust's finances and governance of risk will be discussed at the September 2024 TB meeting. This will lead to the December TB meeting and the refresh of the Strategic Plan.

Trustees queried whether the Finance Strategy will be presented at the September 2024 TB meeting or only the proposed 1% reduction in staffing across the board.

The CEO clarified that the 1% reduction in staffing across the board will be presented to the Trust Board in September 2024.

In accordance with the recruitment timelines, the new CFO will join the Trust by January 2025. The Finance Strategy will be reviewed by the new CFO, in conjunction with the ELT. This document will be presented to the Board at their July 2025 meeting.

5. **MINUTES OF LAST MEETING- FOR APPROVAL**

The DRAFT Minutes of the 30th April 2024 full Trust Board meeting were made available on the Onboard portal, for information, prior to this meeting.

The DRAFT Minutes of the 30th April 2024 full Trust Board meeting were accepted as a true and accurate record.

Resolution: The Minutes of the 30th April 2024 full Trust Board meeting were approved as a true and accurate record.

6. **ACTION TRACKER - FOR INFORMATION**

The 2023-2024 Action Log v1 Updated April 24 document was made available on the OnBoard portal for information prior to this meeting.

The TB Chair noted that three action points remain rag rated AMBER on this tracker.

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Action point 3 –The A&R TOR document will be updated this summer for September approval. Rag rating to remain Amber until approval takes place.

Action point 4 – Trustee LM will visit Woodlands Academy in the Autumn Term. Rag rating to remain Amber.

Action point 9- The *People Plans linked to Finance* document was considered no longer pertinent. Therefore, this action point was discharged. Rag rating to be changed to GREEN.

7. **REPORTS FROM BOARD COMMITTEES – FOR INFORMATION/ ASSURANCE**

Finance & Estates Committee

The Committee Chair advised regarding the handover of the building for Bowman Academy; currently undergoing a period of snagging.

The Trust has a new H&S partner, some of the remedial H&S actions highlighted may have an impact on the budget. This is something to be mindful next financial year.

Activity around Solar projects remains steady. Financial data in relation to investments vs returns is yet to be reported.

Migration of the MIS system continues to run smoothly. Migration of the Financial system has been delayed to September 1st, the start of the financial year.

Trust wide Catering has been discussed. Further discussions will take place once the Trust offer, relevant KPIs and the Catering Strategy are established.

Trustees queried the uptake of the National College training platform, and whether its value is tracked.

The DDOG confirmed that the uptake is good; training reminders are sent regularly to stakeholders.

New mandated training and an E-Learning calendar will be sent to all in the Autumn term.

Investment in this platform is proving fruitful as it provides a virtual, more convenient and viable training system ensuring compliance.

ES&SG Committee

The Committee Chair advised that a different approach was taken at the last committee meeting. Committee members met five minutes prior to the start of the meeting to ensure the same thought process and to establish points of focus and relevant questioning for the ELT. This approach proved to be a success; she encouraged Committee Chairs to trial it.

Significant meeting time was given to the scrutiny of BEA and IN as part of the CIT schools' case study. Nothing of concern to report.

The Safeguarding report presented at the last committee meeting highlighted changes in relation to TUL. Now that SG issues have been addressed, it is the expectation for current red rag ratings to progress to Amber or Green in the Autumn Term. This committee will continue monitoring this school.

Trustees were content that the required assurances from the Education and Safeguarding prospective were gained.

A&R Committee

The Committee Chair advised regarding the agreement for a one-page summary overview of all internal and external scrutiny carried out to date to be presented to the Board of Trustees at their September 2024 meeting.

Two further risks have been added to the Risk Register as requested by the People Committee (Reputational risk in terms of ELT salaries) and by the F&E Committee (MIS System migrations).

Committee members had a brief conversation in relation to the impact of losing the CFO and the importance for a Key Person Dependency log and a Business Continuity Plan to be in place. Other matters around *succession planning*, the absence/ *departure of persons of significance* and the terms of notice for people of significance are being delegated to the People Committee and a Project Risk Analysis will be presented for their scrutiny.

A Cyber Security internal scrutiny report has been received and scrutinised.

A Purchasing Audit Summary was also received, discussed and scrutinised. Low risk action points were also discussed. The DDOG will liaise with CIT SOMs in order to address these.

The DDOG advised that internal scrutiny in terms of *Risk Management* has been carried out by Schools Choice; no points for action were raised.

He added that further to the recently attended Risk Management master class, four questions were suggested for Trustees to ask themselves. Details will be provided at the September 2024 TB meeting.

People Committee

In the absence of the Committee Chair, the TB Chair chaired the last committee meeting.

The TB Chair advised that the recruitment of a CFO, relevant job description, salary range and selection process were discussed and agreed by this committee.

The appointment of a CFO is a Trust Board appointment.

Three Trustees will form part of the Interviewing panel (F&E Committee Chair, People Committee Chair and one other Trustee (to be confirmed) as well as two members of the ELT one being the CEO.

Trustees will be involved in the shortlisting and interviewing process. Interview dates will be arranged based on Trustee availability.

The CEO advised that an advert will be published in August 2024, closing date for applications would be mid-September. Therefore, interviews could take place around the end of September.

The TB Chair advised that the strategies and processes for the management of staff absence have had a positive impact. Responses to the staff wellbeing survey have increased; staff happiness has also increased. *Teachers' workload* has been flagged as an issue. This matter is currently being investigated; some arrangements are being put in place to address this. Committee members decided for *Staff Feedback* to be a standing agenda item at every committee meeting.

ELT Pay has been looked at by this committee. Benchmarking has taken place; adjustments will be made to salary ranges where necessary. Decisions will be made by the Remuneration Committee at their October 2024 meeting.

The approval of the Equal Opportunities and Diversity Policy for Students and Parents was paused. It was decided for one coherent consolidated document, that covers all stakeholders, to be produced. The approval of this policy will take place possibly by December 2024.

A People Committee member noted that conversations were held in relation to the impacts of the new government, the new government policy and implications from these. This committee continues keeping a watchful eye.

8. TRUSTEES VISITS TO SCHOOLS– FOR INFORMATION

The *CIT Schools Trustee Visits Log 2023-24* document was made available on the OnBoard portal for information prior to this meeting.

Trustees provided an update around their latest visits to their special interest schools as follows:

Isaac Newton Primary School

The link Trustee visit took place on July 3rd, 2024. She met with the LSB Vice Chair and the school's Headteacher.

It was a very good visit. The HT has had a positive impact on the school, the Leadership Team has been strengthened.

This as well as the new Phonics scheme and the improved curriculum are having a positive impact.

It was evident that morale is good, staff appeared happier.

Stakeholder engagement appears to be good.

The LSB Chair praised the LSB Chairs Networking meetings and the communications with the ELT and the Trust Board.

However, she requested for the link Trustee to re-iterate the need for direct communication from the HT/ ELT with the LSB Chair (via text or e-mail) should any issues arise at school. She considered important to for the ELT to provide a 'heads up' in a timely manner and to be kept informed.

The CS/ Clerk to TB was requested to liaise with the DoE Mainstream to ensure this matter is an agenda item at the next HT's meeting.

Poplar Farm Primary

The link Trustee visit took place on July 8th, 2024. She met with the LSB Vice Chair and the school's Headteacher. She was informed that the school will adopt a three-form entry, although, the CEO and the DoE Mainstream have confirmed otherwise.

Two excellent Year-5 pupils conducted a tour of the school which was superb. A very impressive wheelchair activity in the main hall was witnessed.

The link Trustee praised the support LSB members are providing to their new Chair, but in particular the IN LSB Chair who is also a member of the POP LSB.

A further visit to this school will be arranged for the Autumn Term.

The TB Chair praised the relationship between the above link Trustee, the respective LSB Chair and the HT; and noted that this is good modelling for all to follow.

Chapel St Leonards Primary was visited by its link Trustee. He's reported how impressed he was particularly in terms of H&S at the school.

13:47pm – The new Trustee joined the meeting.

Foxfields and **Bowman Academy** were visited by their link Trustee whose term of office has now ended.

These schools will require a new link Trustee. This matter will be reviewed in September 2024, and the possibility for the new Trustee to take on this role.

For the benefit of the new Trustee, the TB Chair provided brief context in relation to the SEMH schools in Leicestershire.

The TB Chair praised the recently held Governance Development Day which was a success. He noted that the virtual session with CIT Schools' Councils worked very well. A suggestion was received for a Trust-Wise CIT Pupil School Council that meets regularly.

The hybrid meeting model was praised as it allows a stronger attendance and improved involvement.

ACTION 1: For the CS/ Clerk to TB to liaise with the DoE Mainstream to ensure 'HT communications with their respective LSB Chair should any issues arise at school' is an agenda item at the next HT's meeting.

9. STRATEGIC PLAN PROGRESS REPORT – FOR ASSURANCE

The *CEO Strat Plan Report to Trust Board Jul 24* document was made available on the OnBoard portal prior to this meeting. Document noted as read.

The TB Chair noted that behind each strand of the Strategic Plan sits a delivery plan. Each strand has been graded according to the progress made to date.

Comments were welcomed regarding the following sections:

Safeguarding – No comments made.

Education Mainstream – No comments made.

Education SEND – Trustees praised the SEND provision across the board and suggested that if all points had been achieved the grading should increase to 10.

LEARN - No comments made.

People – Trustees disagreed with the '10' grading given to point two of this strand. Work remains outstanding against the set objectives. Work is still required in terms of insufficient Mental First Aiders in schools, addressing Teachers' workload issues etc.

The ELT explained that some areas of this strands will move to Year 2 of the plan.

The TB Chair added that achievements are to be recognised; CIT schools have signed to the Wellbeing Charter.

Finance – Trustees queried the reason behind the low score given to point 2 and the ungraded points 4, 5 and 7 of this strand. The CEO explained that a CFO drives this strand forward in terms of budget for next academic year, income generation etc. Focus had been given to budget setting. Trustees were assured that although the grading of these objectives had not progressed, it has not gone backwards.

Trustees suggested that as no progress had been made in these areas, the previous grading should be added to this document.

The CEO requested for the CS/ Clerk to TB to liaise with his PA in order for the outstanding grading to be added to this document.

He advised that the grading given to point 2 reflects the challenges faced around staffing costs/ salary increases.

A discussion took place in relation to present budget challenges as the result from previous staffing decisions made by HTs/ SOMs' (rooted in the *here and now*), HT's budget responsibilities and a *lessons learnt* approach.

Trustees suggested for 'Strategic Financial Planning' (and how do we equip our people) to be an agenda item at the next F&E Committee meeting.

The F&E Committee Chair agreed to provide a further update once the new CFO is in post.

The People Committee Chair advised that these reflections and lessons learnt will inform some interview questions for the role of CFO (reverse engineering) to ensure the right skills are selected.

Operations – Trustees enquired whether Tulip Academy has been migrated to the cloud.

The DDOG positively confirmed this. More CIT schools will be migrated during the summer in accordance with the Cyber Resilience Strategy.

Growth – No comments made.

Comms – No comments made.

Governance – No comments made.

The TB Chair reminded all that the Strategic Plan will be refreshed, starting in September 2024 when new targets and gradings will be set. The refreshed plan will be presented to the Board in January 2025.

Trustees indicated they were content with this.

ASSURANCE: Trustees were assured that priorities within the CEO's Strat Plan continue to progress and move forward.

ACTION 2: For the CS/ Clerk to TB to liaise with the CEO's PA in order for the previous grading in relation points 4, 5 and 7 of the Strategic Plan (Finance strand) to be added to this document.

ACTION 3: For 'Strategic Financial Planning' (and how do we equip our people) to be an agenda item at the next F&E Committee meeting.

10. SCHOOL IMPROVEMENT TRACKER- FOR INFORMATION

The *School Improvement Tracker July 2024* document was made available on the OnBoard portal prior to this meeting.

Document noted as read.

The TB Chair advised that the School Improvement Tracker reflects current ELT judgements of all CIT schools. No red rag ratings have been flagged.

Trustees queried whether the current Ofsted grading for STP's reflects the recent Ofsted inspection.

The CEO confirmed that the new Ofsted grading for STP's is not yet reflected and requested for the CS/ Clerk to TB to amend the document accordingly.

Trustees congratulated STP's HT and her team for their excellent Ofsted report.

ACTION 4: For the CS/ Clerk to TB to update the School Improvement Tracker to reflect STP's latest Ofsted grading of *Good*.

11. WOODLANDS ACADEMY – SPECIAL MEASURES TO GOOD – LESSONS LEARNT- FOR ASSURANCE

The *Woodlands Lessons Learnt Summary* document was made available on the OnBoard portal for information prior to this meeting.

Document noted as read.

The CEO provided context in relation to the position of the Trust at the time of the Covid-19 pandemic, the reduction in ELT monitoring visits, concerns raised, mistakes made, and lessons learnt from these.

Trustees praised the ELT, the School's HT and her team for their hard work in turning around the Ofsted grading in record time.

Trustees suggested to be vigilant, for the SOA and related processes to remain and be utilised under normal circumstances going forward.

12. RISK MANAGEMENT POLICY AND INTERNAL SCRUTINY PLAN – FOR RESOLUTION

The *Risk management Policy 23.05.24* and the *Three-Year Audit Plan 23-25* documents was made available on the OnBoard portal for information prior to this meeting.
Documents noted as read.

The TB Chair advised that the Risk Management Policy has undergone several revisions. Trustees noted that the wording 'Adverse' still remains and requested for this to be amended to state 'Averse.' Trustees resolved to approve the Risk Management Policy subject to the above-mentioned amendment.

The DDOG provided a brief overview in relation to the Internal Audit Plan. There will be 3 internal scrutinies over the course of the Autumn, Spring and Summer terms: Recruitment, Procurement and Business Continuity will be carried in academic year 2024-25. Internal scrutiny for academic year 2025-26 may be subject to changes subject to the Trust's risk appetite or profile changes. Outside of Schools Choice, the current third-party Internal Scrutiny provider, the Trust intends to commission further third-party scrutiny for Safeguarding. As agreed by the A&R Committee, at least two schools in the Trust will undergo external Safeguarding scrutiny per year. External Education Health Checks will be conducted by an external party (Members of another Trust). All schools in the Trust will continue to receive annual Educational, Safeguarding and HR Health Checks.

ACTION 5: For the wording 'Adverse' within the Risk Management Policy to be amended to state 'Averse'.

RESOLUTION: To approve and adopt the Risk Management Policy subject to the amendment of the wording 'Adverse' to state 'Averse'.

13. UPDATE REGARDING THE TRUST'S FOUR GROWTH PROJECTS – FOR INFORMATION AND ASSURANCE BILLINGBOROUGH PRIMARY SCHOOL - FOR RESOLUTION

The *Final Due Diligence Summary Report to Trustees- Billingborough Primary School, Billingborough Academisation Timeline* and the *Resolutions Cover Sheet – Billingborough Primary School* documents were made available on the OnBoard portal prior to this meeting.

The TB Chair drew Trustee attention to the four Trust Growth projects.

The CEO provided a brief update as follows:

- Billingborough Primary School – Due diligence is now complete. A resolution is requested today to proceed to stage three.
- Osbournby Primary School – Due diligence is due to be completed by September 2024.
- Ashley Primary School – Bid was not successful.
- Orchard Primary School- HT had been on long-term sickness and has now retired. The school's Governing Body wishes for the school to join CIT. The new HT is yet to confirm.

Trustees felt that nothing of concern had been highlighted within the Due Diligence report for Billingborough Primary school, although noted the need to strengthen the school's Leadership team.

The CEO confirmed that plans are in place in terms of support and school capacity.

On that basis Trustees resolved to give approval for Billingborough Primary School to continue the process of conversion to CIT and convert on 1 November 2024.

RESOLUTION: To give approval for Billingborough Primary School to continue the process of conversion to CIT and convert on 1st November 2024.

14. CIT GROWTH STRATEGY- FOR RESOLUTION

The *A-Checklist-for-effective-MAT-Growth-1, CIT Growth Strategy, Resolutions Cover Sheet- Case for continued Trust growth v2* and the *Trust Growth background information document (002)* documents were made available on the OnBoard portal prior to this meeting.

Documents noted as read.

The TB Chair referred to the 'To grow or not to grow beyond the current growth projects' agenda.

He reminded all that Trustees agreed at the latest Governance Development Day, to Trust growth with the caveats stated in the CIT Growth Strategy document.

A discussion took place regarding the interrelation between agenda items 14 and 15, the inclusion of a geographical footprint within the Growth Strategy, the previous agreement for the creation of school clusters, the location, risks and opportunities in relation to the proposed Nottinghamshire Free School.

The CEO advised that SEND schools are widely located, none form part of any clusters.

The Trust has relationships in Nottinghamshire and other counties. As the Trust grows and new CIT Free Schools open, prospective schools joining the Trust will fill geographical gaps and form clusters.

Trustees suggested for the wording within the CEO's proposal to be amended to reflect the above for clarity purposes.

The TB Chair suggested to leave all previously agreed growth caveats and to allow the CEO to proceed to the next stage for the Nottinghamshire Free School (bid writing).

He advised that the CEO wishes to proceed at risk (a risk the ELT can prepare for) and submit a bid by July 19th, 2024.

Trustees indicated their agreement to grow and seek opportunities beyond the current four projects, for the previously agreed Growth Strategy caveats to remain, for the Growth Strategy to be reviewed on an annual basis and for the CEO to proceed to the next stage for the Nottinghamshire Free School (to produce a bid and submit by 19th July 2024).

RESOLUTION: Trustees resolved to approve the following:

- For the Trust to grow and to seek opportunities beyond the current four projects.
- For the previously agreed Growth Strategy caveats to remain.
- For the Growth Strategy to be reviewed on an annual basis.
- For the CEO to proceed to the next stage for the Nottinghamshire Free School (to produce a bid and submit by 19th July 2024).

15. NOTTINGHAM FREE SCHOOL – PROPOSAL TO PRODUCE A BID – FOR RESOLUTION

The *CIT Growth Approval Grid July 2024- Nottingham Free School* and the *Nottingham Free School Resolution* documents were made available on the OnBoard portal prior to this meeting.

Documents noted as read.

Agenda item discussed and resolution made as part of agenda item 14.

16. CIT APPROACH TO THE AUTONOMY OF INDIVIDUAL ACADEMIES - FOR RESOLUTION IN SEPTEMBER 2024

The *CIT Approach to the Autonomy of Individual Academies 11.7.24* and the *Staff Deployment Strategy* documents were made available on the OnBoard portal prior to this meeting.

Agenda item deferred until September 2024.

ACTION 6: For CIT Approach to the Autonomy of Individual Academies to be an agenda item at the September 2024 Trust Board meeting.

15:02 pm The CEO left the meeting.

17. MANAGEMENT ACCOUNTS SIGN OFF – FOR ASSURANCE

The F&E Chair advised that the Management Accounts have been scrutinised and signed off. The level of Creditors and Debtors have dropped significantly. The current budget deficit figure is due to the Strategic spend approved by the Board in year.

ASSURANCE: Trustees were assured that budget monitoring processes are robust.

18. BUDGET UPDATE – FOR ASSURANCE / 19. PROVISIONAL 2024-25 BUDGET – FOR APPROVAL

The *Final Budget Summary 24_25 (1)*, *Multi Year Trust Budget Review Summary*, *FTE Summary*, *Funded Pupil Numbers*, *IE Summary Per Pupil*, *KPIs*, *Pupil Adult Ratio* and the *Resolutions Sheet 24-25 Budget* documents were made available on the OnBoard portal prior to this meeting.

The TB Chair advised that the above documents have been produced by the CEO with input from the TB Chair, the DDOG, the F&E Chair and committee members.

Three points are to be actioned during this agenda item: *Final Budget for 24_25* sign off, 2024-25 Three Year BFR Plan sign off for submission to the ESFA/ DfE and an overview of the high-level strategic plans for capital spend.

2024-25 Three Year BFR Plan

The F&E Committee Chair advised that a balanced budget has been achieved with surpluses for years to come. Assumptions have been made in relation to Pay progression and relevant funding, pupil number projections over the next three years and a 1% decrease in staffing costs (process to achieve this yet to be determined).

The interplay between capital funding and revenue funding requires further work.

The estimated end of year position figures within the proposed Three-year Budget Forecast were explained.

On scrutiny of all figures, the F&E Committee Chair felt assured that the Trust has a strong financial plan for next year and the years ahead.

Trustees were assured and encouraged to approve the 2024-25 Three-year Budget Plan (BFR) and the 2024-25 Budget.

Trustees noted and praised the clarity of reporting and the realistic figures within the proposed 2024-25 Budget paper.

They resolved to approve the 2024-25 Three Year BFR Plan and the 2024-25 Budget.

RESOLUTION: To approve the 2024-25 Three Year BFR Plan and the 2024-25 Budget.

20. TRUST REVIEW- FOR INFORMATION

The *Trust Review* document was made available on the OnBoard portal prior to this meeting.

The CEO advised that *Multi Academy Trust Review* is one of his Performance Management targets.

He has been working in partnership with the CEO at Nova Education Trust to develop a MAT review process. It is intended for the Trust to receive a review led by Nova Education Trust on Thursday 28 and Friday 29 November 2024 for which the DfE Quality framework (quality descriptors) and CST MATSE review criteria will be used.

Once the process is finalised and agreed, CIT will conduct a review of Nova Education Trust.

21. ELECTION OF CHAIR AND VICE CHAIR FOR 2024-25 – FOR RESOLUTION

The Chair to TB advised that a Chair and Vice Chair to the Board are to be nominated and approved at tonight's meeting. No expressions of interest were received for the role of Chair. He indicated his agreement to continue in the role of Chair to Trust Board for next academic year subject to Board approval.

No expressions of interest were received for the role of Vice Chair to Trust Board for 2024-25. This vacancy will be re-visited in September 2024.

On those basis Trustees resolved to approve for Dr Stephen Hopkins to continue in the role of Chair to TB for academic year 2024-25.

RESOLUTION: To approve for Dr Stephen Hopkins to continue in the role of Chair to TB for academic year 2024-25.

ACTION 7: For the election of Vice Chair to TB to be an agenda item at the September 2024 TB meeting.

22. CLERKING MATTERS

The PROPOSED Governance 2024-25 Meeting Dates document was made available on the OnBoard portal prior to this meeting.

Trustees indicated they were content with the above Governance meeting dates and resolved to formally approve them.

The CS/ Clerk to TB advised that the relevant TEAMS invite will be sent during the first two weeks of the summer break.

The DDOG advised that the link to the electronic Declaration of Pecuniary Interest form will be shared with all in September 2024.

RESOLUTION: To approve the PROPOSED Governance 2024-25 Meeting Dates.

23. CHAIR'S CLOSING REMARKS

The TB Chair thanked everyone for their hard work throughout the year but in particular Trustee Jo Slessor as she had made the decision for this meeting to be her last Trust Board meeting. Changes in personal circumstances have contributed to her resignation.

He thanked her for her leadership of the ES&SG Committee.

The ELT and members of the Board praised her contributions and thanked her.

Trustee Jo Slessor advised that her resignation was the result of a very hard decision, thanked everyone and wished the Trust every success in its growth.

Meeting closed at 3:20pm.