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CEO: J. Callow

18/03/2026

Minutes
Full Board of Directors Spring Meeting
Wednesday 18th March 2026 at 9.30am at ADMAT Central Office

1. **Welcome and Apologies/ Trust Identity Reminder** (Chair)
   Present: Jon Sharpe (Chair of the Board), Margaret Savage (Vice Chair), Peter Hague, Gill Shipsides, Steve Tavener, Jo Callow (CEO) and Claire Paul.
   Apologies: None
   Not Present: Ian Wilkinson and Graeme Barriball
   In Attendance: Tamsin Moreton (CFO) and Gemma Peacock (Governance Officer)

   The Board welcomed Tamsin Moreton who has been appointed as the new Trust CFO.

2. **Declarations of Interest/Pecuniary Interests relevant to this Agenda** (GP)

   None declared relevant to this agenda.

3. **Confirm Minutes of previous full Board meeting (10th December 2025) and matters arising** (Chair/GP)
   - **Government One Login and a Companies House Code- all Directors are requested to action this as soon as possible if they haven't already done so. GP to re-send the information on how to obtain a code to GS.**
   - **Item carried forward from LSS Committee- MAT Inspections carried forward to the Full Board agenda-** *discuss under item 16 of the agenda.*

   Action from confidential minutes
   - Timing of CEO's PM and use of external adviser to be discussed at FRS. *The Directors agreed at the FRS meeting on Wednesday 25th February 2026 that the CEO's PM will take place in September however, it was acknowledged that not all of the performance data may be available from the previous academic year. This will enable JC's targets to be set ahead of the performance management reviews taking place for other staff and targets can be cascaded as necessary. An external advisor will continue to be used as part of the process. Matter closed.*

   The Committee agreed the minutes and confidential minutes and the Chair signed a copy.

4. **Confidential Matters** (JC/ Chair)

   Confidential items were discussed under item 5 of the agenda.

5. **CEO Report to Board** (JC)

   Two confidential staffing matters and an update on collaboration are recorded in the confidential minutes.

The Board discussed the impact and mitigations to risk. The following items needed the approval of the Board:

- Catering Arrangements- the company who had been considered to help the Trust in bringing the catering in-house had e-mailed to say that they didn't feel that it would be financially viable for them to provide the support. **The Directors agreed that catering should be brought in-house.** The Board discussed the possibility of employing a catering manager who would also have responsibility for compliance. **JC will contact some other Trusts to investigate the basis on which they employ a catering manager e.g. pay.** Aspens and Chartwells will continue providing catering for another year.

- Central Office lease- the lease ends in April and six months' notice needs to be given on the day that the lease was taken out for it to be terminated. Another Trust has been contacted about renting some of the space. They are currently organising their finances and need an additional week before responding. **The Directors queried how much could be saved if the Trust leased less space at Central.** JC confirmed that it would be a saving of approximately £13k. **The Directors agreed to wait a week for a response from the other Trust. Jo will e-mail all Directors once she has a response.**

The Directors asked for an update on the following:

- **Primary inclusion SEND class proposal-** the Trust have contacted Devon County Council to see if they are able to provide any funding. **Is it worth contacting Cornwall County Council as well?** JC explained that Cornwall County Council don't work in the same way.

- **Is the new risk of disadvantaged and non-disadvantaged wider than the national average?** There are variations school by school.

- **When will Bromcom be fully installed?** Bromcom will be gradually rolled out from September.

- **Due to the reduction in pupil numbers what is the planned mitigation for staffing?** By the start of the summer term, confirmed pupil numbers will be known for next academic year. It is planned that both Windmill Hill Academy and Coads Green will reduce their class numbers.

6. **Improvement Plan** (JC)

The Improvement Plan was discussed at all committee meetings.

7. **Latest Monthly Management Accounts/Current Accounts** (JC)

With TM new to the Trust as the CFO, the Directors explained that their biggest concern historically has been the fluctuation of figures between meetings. Kyran is however, now providing reports which enable the Board to see where the Trust is financially. The clawback from Cornwall County Council also needs to be shown as an adjustment in the Budget.

TM asked if the Trust has a representative at the Schools Forum Meetings. **It was agreed that TM would investigate attending the meetings as an observer.**

It is the aim of the Trust this year to increase the reserves to £45k.

8. **Audited Accounts** (JC)

The Trust annual accounts were filed with Companies House on Monday 12th January 2026 and have been published on the Trust website. Members were provided with a copy of the accounts at the Members Ordinary meeting on 4th March 2026.

9. **Financial Scheme of Delegation Review** (JC)

The Financial Scheme of Delegation was reviewed at the Audit Committee Approved meeting on 4th March 2026.

10. **Finance** (JC)

The Trust are in the process of setting the budget for next academic year and assumptions for teacher and support staff pay rises have been based on ISBL information. The draft budget will be discussed with Directors at the summer FRS1 meeting on Wednesday 20th May 2026. The Trust's Reserves Policy remains at 2%. The School Resource Management Self-Assessment Checklist was submitted by 13th March and had been sent to JC and JS prior to submission.

A benchmarking report has been completed for one school. The format will be shared with TM so that this can be taken forward for the other Trust Schools.

11. **Latest Findings of Internal Scrutiny by Audit Committee** (JC/GB)

The Trust have yet to receive the latest internal audit report. JS has however, spoken to an auditor from Cornwall County Council and they have also been in contact with Marg Basford. **JC will share the report from the external auditors with TM.**

TM left the meeting 10.45am

12. **Complaints and Compliments** (JC)

There have been two complaints this term. There has also been a lot of positive coverage of the schools in the local press e.g. Cornish Language.

13. **Safeguarding** (JC/CP)

Safeguarding was covered in the CEO's report and there was nothing additional to discuss. The Trust are awaiting the next KCSiE update which should be released next term.

14. **Actions from Committees**

a. **LSS Committee** (MS)

The Committee had a long discussion about standards across the schools. Some areas are in-line with national however, this is not the case in all areas, and it is vital that standards are consistently high. School improvement work will continue. The fundamental issue discussed was staff absence which is a national issue but has a major impact for the Trust's small schools.

Health and Safety is a remit of the LSS Committee. There are some major repairs outstanding in some of the schools. **What is the process for CIF bids?** CIF bids have been submitted and the outcome of these will be known in June.

The Committee had received a report on Werrington Primary School. The report was extremely positive and reassuring and the Committee had thanked Jon Phillpotts for all his hard work.

Collaboration- refer to LSS confidential minutes. This was discussed under item 5 and is noted in the confidential minutes.

b. **FRS Committee** (PH)

The Committee had discussed the monthly financial reports and the feasibility of another Trust hiring some of the space at ADMAT Central. At the time of the meeting little was known about next year's budget. It was agreed that a forecast will be added to future financial reports.

- Premises and Infrastructure- retaining the second floor of the Central Building. **JC will contact the other Trust to see if they would be interested in hiring the space and a discussion would take place at the next Full Board meeting about changing the days of Committee and Board meetings if required.** This was discussed under item 5.
- Catering-
    a) **JC will contact Aspens to enquire how long they would extend the contract for as previously the Trust have been required to sign a three-year contract.**
    b) **The Directors asked for a plan to be created for the move to in-house catering which details the pros, cons, costs, when the move would happen and who would be involved. This would be discussed at the next Full Board meeting.** This was discussed under item 5.

c. **Audit Committee** (GB)

ST provided the update as he had chaired the last Audit Committee meeting. Energy contracts had been discussed although the current volatility of the market was noted. The main Trust risks continue to be GAG funding, falling pupil numbers and staff absence. There has also been an increase in the number of SARS requests which is also a national issue.

JS had recently met with all the Chairs of the LGBs with JC. He is also meeting with JC once a month. JS felt that it would be beneficial for Directors to visit the Trust Schools once a year. **The Directors agreed that a couple of Directors would visit each school. GP will put together a visit schedule and share with all Directors.**

PH left the meeting at 11.00am

d. **HUB/LGBs** (GP)

A Governor Networking Event is being organised for Monday 11th May 2026 at one of the Launceston town schools and Directors are also invited to attend. **GP will circulate an e-mail to all Directors about the event.**

15. **Schools White Paper 2026** (JC)

The School's White Paper 2026 is the Government's vision for the next 10 years. JC provided an overview of the White Paper for Directors and noted that AI is a fundamental part of the changes. The updated SEND guidance which is currently out for consultation was also discussed. A new curriculum is expected in 2028. Enrichment opportunities will continue for the children through the use of the Trust's minibuses. The RSHE policy will need to be renewed next term ready for September.

What do we need to do in the short term? A measured approach is currently being taken. JC is a member of several groups where ideas are being shared. In time a new inclusion plan will need to be completed.

16. **MAT Inspections** (JC)

    MAT Inspections will be based on the Trust quality descriptors. These will need to be reviewed and amended. The inspections will not be about compliance but will be about quality based on the descriptors. Civic duty will form a big part of the inspection along with inclusion and standards.

17. **Trust and Director Appointments** (Chair/ JC)

    TM has been appointed as the Trust's new CFO. JS is the Health and Safety Director and is waiting to complete the training. Ian Wilkinson is stepping down as a Director however, the Trust are looking to appoint him as a Member.

18. **Sustainability** (JC)

    A school grounds audit has recently taken place which was very positive and all schools have their own policy. Sustainability and an Estates Vision Plan are mentioned in the White Paper.

19. **AOB** (Chair/ GP)

    GS is happy to volunteer if she can be of any assistance in contacting other Trusts regarding catering provision.
    What is explained to the children about current issues in the world? The Trust uses Picture News to help explain current issues to the children in an age-appropriate manner.

20. **Date of next meeting**
    Date of next meeting is Wednesday 15th July 2026 at ADMAT Central Office.

    Meetings for next term are:

    LSS – Wednesday 13th May 2026 9.30am
    FRS 1 (Budget Only) – Wednesday 20th May 2026 9.30 am
    FRS 2 – Wednesday 17th June 2026 9.30 am
    Audit – Wednesday 24th June 2026 9.30am
    Full Board – Wednesday 15th July 2026 9.30am

The meeting closed at 11:52 am.

GL Peacock
Governance Officer

Distribution List:

J. Callow – CEO Director J. Sharpe – Director (Chair) M. Savage – Director (Vice) G. Barriball – Director P. Hague – Director	C. Paul – Director S. Tavener – Director I. Wilkinson – Director G. Shipsides – Foundation Director