

## INCLUSIVE MULTI ACADEMY TRUST (IMAT)

### TRUSTEES MEETING

HELD AT LAURANCE HAINES SCHOOL, VICARAGE ROAD, WATFORD

ON WEDNESDAY 22<sup>nd</sup> March 2017 at 8:00pm

<b>ATTENDEES</b>	BILL GRIMWOOD (BG) CHRISTOPHER GRIMWOOD (CG) BECKY BLACKSTAFFE (BB) LIZ LEEMAN (LL)	JAMES ROACH (JR) ROGER GIBBS (RG) CARLEY HOLLIMAN (CH)	SHARON CARLYON (SC) RICHARD JONES (RJ)
<b>ABSENTEES</b>			
<b>GUESTS</b>			
<b>IN ATTENDANCE</b>	DENISE PLOCIENNIK (CLERK)		
<b>DOCUMENTS CIRCULATED</b>	<ul style="list-style-type: none"> <li>• Minutes of Meeting held on 21<sup>st</sup> Feb 2017</li> <li>• Draft Expenses Policy</li> <li>• Draft Financial Schedule of Delegation</li> <li>• Draft Investment Management Policy</li> <li>• Draft Reserves Policy</li> <li>• Draft Risk Management Policy</li> <li>• Draft Risk Management Strategy</li> <li>• Risk Register Tool-excel</li> <li>• Risk Register Tool PDF</li> </ul>		

ITEM	MINUTE	ACTION
<b>1. WELCOME &amp; INTRODUCTIONS</b>	RG welcomed everyone to the meeting.	
<b>2. Apologies for absence and acceptance of those absences</b>	There were no absentees.	
<b>3. Declarations of Conflicts of Interest</b>	Trustees were asked to declare any conflicts of interest as they arise.	
<b>4. Notice of AoB</b>	SC will mention The Academy Show	
<b>5. Minutes of the meeting held on 21<sup>st</sup> February 2017</b>	The minutes of the meeting held on the 21 <sup>st</sup> February were considered to be a true record.	Clerk to prepare Minutes for signing and to submit for posting on the website
<b>6. Matters Arising from minutes of Meeting held on 21<sup>st</sup> February 2017</b>	RG mentioned that JH has resigned as a Trustee of the Board, but will remain as a Member of The Trust. This means that the position of Vice Chair is vacant. BG felt that the position should be kept open whilst talks to expand The Trust take place. However, SC felt that a temporary Vice Chair should be appointed to take The Trust through until, at least, November 2017.	Clerk to update details for website and on Governor Hub

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	<p>RG asked if anyone would like to nominate themselves for the position of Vice Chair (as per Articles of Association) and said that the role involves deputising for The Chair. RJ was nominated as Vice Chair of the Board of Trustees. All were in favour, and he accepted the position.</p>	
<p><b>7. Trust, Vision, Values and Aims Summary from meeting held on 21<sup>st</sup> Feb</b></p>	<p>At the meeting held on 21<sup>st</sup> February 2017, Trustees proposed the following Vision:</p> <p><b><i>Inspiring and nurturing our children and their community to be the very best that they can.</i></b></p> <p>There was debate about whether or not an additional “be” should be added to the Vision so that it reads <b><i>Inspiring and nurturing our children and their community to be the very best that they can be.</i></b></p> <p>CH suggested that the phrase be entered into an app called “Wordle” to help determine whether the correct words stand out.</p> <p>BB previously suggested a strap line:</p> <p><b><i>IMAT – where everyone can say “I matter”.</i></b></p> <p>Trustees agreed that this was a suitable slogan.</p> <p>Trustees drafted AIMS, which BG worked into two possible versions:</p> <p><b>The Aims of the IMAT Trust</b> The IMAT Trust will:</p> <ul style="list-style-type: none"> <li>• ensure that all of the children at its schools feel welcome and valued</li> <li>• adopt an innovative and collaborative approach to learning with the emphasis on enjoyment</li> <li>• provide a supportive network and guidance for all staff</li> <li>• promote inclusivity and respect for all, thereby developing good citizenship</li> <li>• encourage its schools to engage fully with and contribute substantially to their local communities</li> <li>• ensure that all of the children for which it is responsible are fully equipped for their futures in and beyond their further education.</li> </ul> <p>and</p> <p><b>The Aims of the IMAT Trust</b> The IMAT Trust Schools will:</p> <ul style="list-style-type: none"> <li>• ensure that all of their children feel welcome and valued</li> <li>• adopt an innovative and collaborative approach to learning with the emphasis on enjoyment</li> <li>• provide a supportive network and guidance for all staff</li> <li>• promote inclusivity and respect for all, thereby developing good citizenship</li> <li>• engage fully with and contribute substantially to their local communities</li> <li>• ensure that all of their children are fully equipped for futures in and beyond their further education.</li> </ul> <p>CH felt that each school in the MAT would prefer the second option, as the first may sound as though The Trust is telling them what to do.</p>	<p>Trustees to decide whether or not to add an additional “be” to the end of the Vision</p>

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	Trustees agreed that the second version would be more suitable.	
<b>8. Trust Staff update</b>	<p>Trustees need to separate from the LHS governing body. This will be more possible as the MAT grows. Trustees are hoping to achieve this in the Autumn Term.</p> <p>The Beechfield School Academisation form has been submitted to the DFE. There were very few questions raised by Beechfield School's parents or staff.</p> <p>A meeting with a local school has taken place. IMAT's selling point to that school is that there would be positions available to them on the Trustees Board. The school are due to meet with Herts For Learning in May to discuss joining their MAT.</p> <p>SC, BB and RG attended Winckworth Sherwood's training which highlighted the difficulty of working with a mixed Schedule of Delegation. The presenter felt that whilst a council and a committee had defined roles, it was difficult to monitor in practice. Furthermore a number of legal formalities lie with the Trust and therefore local bodies can only concentrate on the local community and the curriculum. SC and JR are concerned that this will not be attractive to schools wanting to join a MAT. Trustees agreed to leave the mixed SOD for the time being. It is due to be reviewed in September 17.</p> <p>CH said that there are schools with a mixed Scheme of Delegation, and they can work.. CH offered to provide SC with models which can work. CH added that the focus should be on how functions are split.</p> <p>SC is trying to obtain examples of different trustee, local GB and council agendas.</p> <p>There are currently three vacancies on the Trust Board. This will be attractive to other schools, but RJ warned trustees about the need to find and appoint Trustees with the right skills. The school we are currently in talks with GB may <i>not</i> have the skills set we are missing.</p> <p>At present, Beechfield School still needs support from JR as Head Teacher, but the situation at LHS is not sustainable in the long term. SC feels that a finance person needs to be employed by the Trust to be able to focus on both LHS and Beechfield School. Beechfield School have outdated practice and procurement processes/contract management requires attention.</p> <p>CH suggested that JR/SC could employ someone at Beechfield School to perform financial duties , with the potential for them to grow when the Academy conversion goes through. CH added that employing someone at Beechfield School would also be beneficial to Beechfield School in case the Academy Application is not approved. This appointment will replace the HCC book keeping service presently at Beechfield.</p> <p>Appropriate pay scales were discussed. LL and BB feel that offering a part-time position at H9 would be very attractive and even moreso with support the employee would receive from SC. CH reiterated this, adding that there is an opportunity to advertise the job with the additional benefits of support. LL added that Watford's close proximity to London makes it easier to employ a finance person.</p>	<p>CH to forward S.O.D examples to SC to view</p>

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	<p>RJ asked how this type of appointment would be perceived at Beechfield School. CH said that it could be sold as fulfilling the need at for a financial officer at Beechfield School. Employing someone at Beechfield School would also allow the new employee to be seen as part of the Beechfield School team, and not as a member of The Trust 'taking over'. SC said that the only issue which may arise is that Beechfield School has a H9 office manager at present, whose role does not match a typical H9 role.</p> <p>RJ questioned whether the appointment would be permanent. SC and JR will look to make a permanent appointment. Trustees feel that this is a good decision.</p> <p>Nuno Alexandre (NA) is currently on secondment from his Assistant Head Teacher role at LHS. NA has made it clear that he wants to remain in The Trust, but has not decided whether he will continue in his role as Deputy Head at Beechfield School, or resume his role as Assistant Head Teacher at LHS. Until NA makes his decision, further staff planning decisions are difficult to make.</p> <p>JR said that there have been resignations made at Beechfield School, for various reasons, but welcomes the opportunity to employ new staff.</p> <p>The Herts Recruitment Fair was a positive experience and one of the contacts made at the fair has since been employed to fill a vacancy at LHS. Another contact will be visiting to discuss a TA apprenticeship.</p>	
<p><b>9. Policies</b></p> <ul style="list-style-type: none"> <li>• <b>Expenses Policy</b></li> <li>• <b>Financial Schedule of Delegation</b></li> <li>• <b>Investment Management</b></li> <li>• <b>Reserves Policy</b></li> </ul>	<p>Due to the FMGS Audit, and the time it took to complete, the full set of policies planned for review has not been prepared.</p> <p><b>9.1 Expenses Policy</b></p> <p>LL feels that some of the expenses limits in the Financial Scheme of Delegation contradict the limits in the Expenses Policy. LL will email SC to highlight the figures which may need to be looked at.</p> <p>RJ added that the word "accommodation" is misspelt.</p> <p><b>9.2 Financial Scheme of Delegation</b></p> <p>As mentioned, LL feels that some of the expenses limits in the Financial Scheme of Delegation contradict the Expenses Policy. LL suggested that perhaps the Financial Scheme of Delegation could have a line to refer to the Expenses Policy, rather than a table of limits.</p> <p>RJ asked if The Trust will have a continuity plan. SC suggested that local schools have appendices attached to a Trust Policy.</p> <p>RJ questioned whether monthly reporting occurs. SC confirmed that it does.</p> <p><b>9.3 Investment Management</b></p> <p>Trustees Ratified the Investment Policy.</p> <p><b>9.4 Reserves Policy</b></p> <p>Trustees Ratified the Reserves Policy.</p>	<p>LL to email SC with Expenses Policy / financial scheme of delegation discrepancies.</p> <p>SC/DP to prepare the Investment Policy for Signing and Publication</p> <p>SC/DP to prepare the Reserves Policy for Signing and Publication</p>

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<b>10. Risk Management</b>	<b>10.1 Risk Management Policy</b>  Trustees feel that <b>9.4</b> should refer to a CFO, rather than a “financial officer”, and the term CFO should be used rather than “Risk Leader”. Trustees ratified the document, based on these amendments to the terms.  The Risk Register tool now needs to be populated. JR requested for support to complete the Risk Register. LL offered to help.	SC/DP to change “Risk Leader” and “Financial Officer” to CFO and prepare for signing
<b>11. Growth Plan Update</b>	This was discussed in the Trust Staff Update earlier.	
<b>12. FMGS Audit</b>	A significant amount of work by SC, JR and DP went in to preparing the FMGS pre-audit document which involved providing evidence for 50 pre-audit questions. A decision, based on the evidence submitted, should be made next week to determine whether auditors will visit to conduct an audit.	
<b>13. AoB</b>	There will be an Academy Show on the 26 <sup>th</sup> April at the Excel Arena in The Docklands. SC and JR will be attending. LL is also attending.	
<b>14. Date of next meeting:</b>	<b>11 May 2017 at 20:00</b>	
	<b>TIME MEETING ENDED: 21:18</b>	

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