

INCLUSIVE MULTI ACADEMY TRUST (IMAT)

TRUSTEES MEETING

HELD AT LAURANCE HAINES SCHOOL, VICARAGE ROAD, WATFORD

ON THURSDAY 15TH JUNE 2017 at 8:00pm

ATTENDEES	BILL GRIMWOOD (BG) ROGER GIBBS (RG)	JAMES ROACH (JR) RICHARD JONES (RJ)	SHARON CARLYON (SC) BECKY BLACKSTAFFE (BB)
ABSENTEES	LIZ LEEMAN (LL)		
GUESTS	ANDREW CHAPPELL (AC) Cherry Tree Primary School Chair of Governors		
IN ATTENDANCE	DENISE PLOCIENNIK (DP) (CLERK)		
DOCUMENTS CIRCULATED	<ul style="list-style-type: none"> • Agenda • Minutes of Meeting held on 11th May 2017 • CEO Job Description • COO CFO Job description combined (2 versions) • Risk Assessment Register Tool June 2017 • Administering Medicines Policy • Asthma Policy 		

ITEM	MINUTE	ACTION
1. WELCOME & INTRODUCTIONS	RG welcomed Trustees to the meeting and introduced Andrew Chappell (AC), the Chair of Governors of Cherry Tree School, to the meeting. Everyone introduced themselves.	
2. Apologies for absence and acceptance of those absences	LL sent her apologies. Trustees accepted the apology.	
3. Declarations of Conflicts of Interest	Trustees were reminded to declare any conflicts of interest as they arise. None were declared.	
4. Notice of AoB	SC said she wanted to briefly discuss clerking and offsite visits.	
5. Minutes of the meeting held on 11th May 2017	CPG did not attend the last meeting. His name is to be removed from the attendees list. Section 7.1, to add "in part" to the paragraph.	Clerk to make amendments to 11 May Minutes. Minutes to be prepared for signing and posting on the website
6. Matters Arising from minutes of Meeting held on 11th May 2017	9.5 The Asthma Policy The Asthma Policy was discussed with Wendy Gunning, and it was decided that when the policy is ratified, it will be presented to the	SC to Prepare the policy for signing SLT to take the policy

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<p>9.5 Asthma Policy to be presented to parents for review</p>	<p>Parent Council for their thoughts.</p> <p>It was decided that LHS will have emergency inhalers which will be kept in the school office, with a log. Once the emergency inhaler is used, the child will keep the inhaler, and a replacement will be obtained.</p> <p>Trustees ratified the document. It will be presented to parents at the next Parent Council meeting.</p>	<p>to the Parent Council</p>
<p>7. Finance</p> <p>7.1 Review of Accounting System</p> <p>7.2 Month End May 17</p> <p>7.3 Prep for Year End</p> <p>7.4 Budget 2017-18</p>	<p>7.1 Review of the accounting system</p> <p>The Trust has appointed a Finance Manager (FM) at Beechfield School. The longer term plan will be that the FM will work across the Trust. The FM has an accountancy background, with 6 years of experience in a free school. The free school has recently joined a Trust so she also has experience of centralised services. The FM is unable to start at Beechfield School fulltime until September, but she is part time in her current post, and will therefore work at Beechfield School one or two days per week this term. One of the first tasks is to procure a new finance system for the schools in the Trust. Whilst the system used at Laurance Haines is suitable for academy accounting, Beechfield and Cherry Tree currently use RM finance which isn't suitable. SC discussed the possibility of the three schools sharing the FM's salary for the Autumn term given the significant amount of preparation needed prior to conversion. SC will prepare some figures to present to the Trustees. These costs could be taken from the conversion grant., LHS are aiming to convert to the new system on 1st September 2017 in order to become familiar with the system before the Trust expands. SC and the FM have arranged meetings to see a number of providers:</p> <p>PS Financials is the Trust market leader. They can provide a consolidated spreadsheet across three schools, but their package is expensive.</p> <p>Civica, a local company, can now also offer an add-on package to consolidate accounts across 3 schools. RJ highlighted the need to consider the risk of using the relatively new add-on, as it may not be thoroughly tested.</p> <p>Another option is to use FMS across the three schools.</p> <p>A procurement exercise will be completed by the end of June. RJ asked whether SC will be basing the procurement on a system across three schools, or also looking at options for one or two schools, in case one or two of the schools fails to academise. JR and SC said that the risk will be factored in and considered.</p> <p>7.2 Month End May 2017</p> <p>May month end figures are currently being finalised and will be sent out to Trustees and finance will be discussed at the next meeting.</p> <p>7.3 Prep for Year End and 7.4 Budget 2017-18</p> <p>The new FM will assist SC to complete the financial year end for LHS. Preparation will start in the summer holidays and be completed in September.</p> <p>The Budget for 2017/18 needs to be submitted to the EFA by July 28th 2017. Figures will be presented to Trustees at the next meeting on 12th</p>	

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	July 2017.	
8. Trust Staff update 8.1 Amalgamated CFO job description and COO job description 8.2 CEO job description 8.3 Finance manager update	<p>8.1 Amalgamated CFO and COO job description</p> <p>BG felt that SC's version of the amalgamated job description was beautifully written. Trustees agreed to adopt this version.</p> <p>8.2 CEO job description</p> <p>The suggested amendments to the CEO job description made at the previous Trustees' meeting were made. BG suggested some further grammatical amendments.</p> <p>The beliefs, attitudes and personal attributes section will be removed from both job descriptions, and will form part of the CEO/CFO person specifications.</p> <p>8.3 Finance Manager Update</p> <p>The appointment of a Finance Manager at Beechfield School was discussed in item 7.1.</p>	<p>JR to make suggested amendments to document</p>
Growth Plan Update	<p>A meeting at Cherry Tree School to discuss academy conversion was well attended. The parents asked challenging, relevant and positive questions. The Cherry Tree School staff meeting was also well attended. Staff were engaged in the discussion. AC said that only one member of staff had contacted him via email. AC would like to discuss the academisation process further with the Cherry Tree School's Office staff, as the impact on Office Staff is greater than on that of other staff members.</p> <p>A due diligence session at Cherry Tree School has been arranged and is due to take place at the end of June. AC said that Cherry Tree School have completed some pre-Due Diligence work, and that he would like to look at the budget for the three schools together. AC noted that Cherry Tree governors were unanimous in their decision to join IMAT. Beechfield School's reputational risk was mentioned in Cherry Tree School's discussions, but overall, governors felt that Laurance Haines School had a strong reputation for putting children first. SC mentioned that the changes at Beechfield School under the new leadership, has had a positive impact. Parents are commenting positively about the changes. SC reiterated that the Trust has an opportunity to show that Beechfield School is being led by an "outstanding" leadership team, and following results later in the term will demonstrate improvement over the last 7 months.</p> <p>BB stated that attainment at both schools this year will be important for the Trust.</p> <p>With a hung parliament as a result of the recent general election, we are still in a state of purdah.</p> <p>With regards to hiring solicitors for the conversions, SC suggested we continue the relationship with Winckworth Sherwood. LHS only recently carried out a full financial procurement exercise in this regard. Trustees discussed how this would meet our financial procedures. The Financial Schedule of Delegation was checked and it was agreed that</p>	

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	<p>the Trust could employ the current solicitors without going through further procurement. We reviewed best value in November 16 and the services we received was excellent. RJ confirmed that item 8.36 of the Financial Scheme of Delegation (FSoD) would allow The Trust to apply Best Value:</p> <p style="padding-left: 40px;">8.36 The Board has set a minimum requirement of 3 tenders for fair evaluation purposes and in the interest of achieving best value. In any consideration of less than that number being received, The Board should consider whether this is sufficient and consider re tendering. Decisions to go ahead should fully document the justification</p> <p>The current FSoD is a mixed one, and SC had discussed it with the solicitor. The solicitor has reservations regarding a mixed schedule. She proposed that the FSoD is reviewed as the schools join the Trust.</p> <p>There were strong candidates for the position of Assistant Headteacher at Laurance Haines School, to replace Gemma Williamson, who is leaving to take a Headteacher role at another school. Sebastian Gray has been appointed as Assistant Headteacher, and will hopefully start in September 2017.</p> <p>Currently, Cherry Tree School, Beechfield School and Laurance Haines School all need to appoint one teacher each. Beechfield School and Laurance Haines School also need to appoint a cover teacher.</p> <p>SC said that it is very important to get the Trust Marketing right so that the best people are attracted to the Trust. A marketing company has been contacted with regards to creating a website for the Trust and refreshing the LHS website. The ideal will be to have the IMAT website providing links to the websites of the schools in the Trust.</p> <p>JR said that the house on the Beechfield School site could be used as a marketing tool to provide rental accommodation to staff as an incentive to work for schools in the Trust.</p> <p>Finally, JR and SC spoke at the recent Hertfordshire School Business Management Conference about IMAT and the Academy conversion process.</p>	
<p>10. Policies</p> <p>10.1 Administering Medicines policy</p>	<p>Trustees reviewed the Administering Medicines policy. We discussed the 9th point of the policy which reads that “Medications will be refrigerated when required.” With regards to the storage of medicines, BB asked whether LHS could purchase a small fridge for the storage of medicines, instead of using the staff fridge to store medicines. AC confirmed that Cherry Tree School store their medicines in a separate fridge. JR said that Beechfield also have a separate fridge within their medical room.</p> <p>AC added that Cherry Tree School’s current Administering Medicines Policy includes copies of the forms which need to be completed by parents/staff when administering medicines. SC confirmed that LHS also has forms available to parents on the website and that these forms can be included as appendices to the policy.</p>	<p>SC/JR to amend policy to read “Medications will be refrigerated when required”, attach medicine administration forms, and prepare for signing.</p>

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	The policy was ratified with the addition of medicine forms.	
11. Risk Management 11.1 Risk Register to be approved	<p>LL completed the Risk Register Form, based on her knowledge of LHS since becoming a Trustee. AC asked if the “red” rating was pre or post mitigation. SC said she had reviewed the risk ratings and in reality, SC felt that some ratings were higher than they should be. SC also consulted other schools regarding their Risk Registers, to view the detail and the content. Watford Boys’ Grammar discuss more specific issues whilst LHS is more general. EG Specific safeguarding versus general keeping children safe. SC feels that specific risk is covered on Risk Assessments, and therefore feels that the Risk Register, as it is, is adequate. The requirement is to review the Risk Register annually, but SC added that she will review it termly. JR feels that as the Trust expands to 3 schools, the risk register can be reviewed further. AC added that with regards to the probability impact grid, decimal numbers may not be as user friendly as whole numbers, but that it was a personal preference.</p> <p>Trustees thanked LL for her extensive work on the Risk Register.</p>	
12. Contingency plan	<p>The majority of the work to update the Business Continuity Document, which includes the contingency plan, has been completed by DP. The document will then be passed to the Site Manager to check inventory items and to the Finance Assistant to check contractors’ names and contact details.</p> <p>One part of the document is where to take the children in case of an emergency. SC confirmed that both Watford Girls’ Grammar and Westfield Academy have agreed in principal that LHS can use their sites as emergency bases. SC needs to email both for final confirmation. SC proposed a lockdown test be conducted, and also to test taking children to the proposed emergency sites.</p> <p>At present, the document is specific to LHS as it is the only school in the Trust. AC queried whether there would be a Trust Contingency Plan. This is something Trustees need to consider as the Trust expands.</p>	<p>Inventory Items and contractors’ names to be checked.</p> <p>SC to organise a Lockdown Test.</p>
13. Governance structure and calendar for 2017-18 13.1 Skills Audit	<p>The aim is to separate the LHS governing body from the Trust Body. SC feels that each school can run with one committee. Trustees who also sit on the LHS Governing Body were asked to consider where their strengths lie. BG stated that he feels he would be most useful on the LHS local committee because of his expertise and interest in Curriculum matters. BB said that if she moves solely to The Board of Trustees, the Safeguarding Governor role will need to be handed over to someone. BB does not feel that one Safeguarding person could cover 3 schools in the Trust, as the role is very hands on, and requires considerable time to complete thoroughly. SC proposed each school in The Trust could cross-check across another school in the Trust. AC said that it may be a case of seeing what works as The Trust expands.</p> <p>SC liaised with the NGA governance leader, and she confirmed that the NGA is happy to consult with IMAT to check that the correct Governance Structure is in place as the Trust expands. As the separation of local governing boards and Trustees takes place, LHS may need to look at recruiting members to the local board.</p> <p>A Trustee Board Skills Audit is due to take place, and a Trust Day was</p>	<p>Draft Agenda for Trust Day on 18th July 2017</p>

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	<p>proposed for Tuesday 18th July 2017. Although BG stated that he would prefer to remain with the local LHS board, SC feels that BG should be part of The Trust Day as his input into what should remain local and what should be the responsibility of the Trust will be invaluable. AC would like to invite another governor from Cherry Tree School. Trustees welcomed this and SC suggested that the Deputy Head from Beechfield School should also be part of the process.</p> <p>SC said that an agenda for the Trust Day needs to be set, which will include a calendar of meetings. BB added that it may be useful to include a strategic overview of meetings throughout the year. RG reiterated that the roles of the local boards and the Trust Board need to be defined. SC added that there is a need for the Trust to recruit a Trustee with a marketing background.</p> <p>SC also said that a sponsorship grant can be applied for. A condition of the grant is that Trusts need to be ready to sponsor a school within 12 months of receiving the grant. The Trust needs to decide if a grant application should be made.</p>	
14. IMAT Website	As mentioned previously, The Trust website needs to be set up with the three schools' websites behind it. Website development is a priority.	
15. AoB	<p><u>15.1 offsite visits</u></p> <p>JR mentioned that some parents have been concerned about the safety of their children on offsite visits, given recent events in the news. SC highlighted the statement sent down by HCC to advise Governors/Trustees whenever the school intended to take children on a school offsite visit. SC said that LHS will continue to take children off site subject to completion of a full risk assessment.</p> <p><u>15.2 Clerking for The Trust</u></p> <p>As The Trust expands during 2017-18, it was suggested that we continue to use the Beechfield clerk for support. She is very experienced and clerks for a number of schools and local bodies. She will be asked to take over the clerking for the Trust and DP will clerk the local committees. Tracy will be asked to mentor DP so that she can continue to develop as a clerk. Daytime Trust meetings were discussed and trustees agreed that this would be possible with notice.</p> <p>AC said that Cherry Tree School has an excellent and experienced Clerk also.</p>	
16. Date of next meeting:	<p>12th July 2017 8:30pm</p> <p>18th July 2017 Trust Away Day – details to be confirmed</p>	
TIME MEETING ENDED: 22:00		

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