

# INCLUSIVE | MULTI ACADEMY TRUST

## TRUSTEES MEETING

**HELD on the 9<sup>th</sup> September 2021 at 7pm at Beechfield School**

| Name                         | Role                | Attended           |
|------------------------------|---------------------|--------------------|
| Mrs Sharon Carlyon (COO)     | COO                 | Apologies          |
| Mr Andrew Chappell           | Trustee             | Attended           |
| Mrs Claire Edwards           | Trustee             | Attended virtually |
| Mr Daniel Finill             | Trustee             | Attended           |
| Mrs Emma Lad (Clerk)         | Clerk               | Attended           |
| Mrs Elizabeth Leeman (Chair) | Trustee             | Attended virtually |
| Mrs Sally Newing             | Prospective Trustee | Apologies          |
| Ms Efuru Obua                | Trustee             | Attended virtually |
| Mrs Elizabeth Redman         | Trustee             | Attended           |
| Mr James Roach               | CEO and Trustee     | Attended           |
| Ian Stotesbury               | Prospective Trustee | Attended           |

Beechfield School – BFS Cherry Tree School – CTS    Laurance Haines School – LHS  
LGB – Local Governing Board

BFS Headteacher – Gillian Jackson  
CTS Headteacher – Cheska Tyler  
LHS Headteacher – Sebastian Gray

Trustee challenge is highlighted in yellow

Governor/ Trustee actions are highlighted in italics

**Meeting started 7.11pm**

| No | ITEM  | Action |
|----|---|--------|
| 1  | <b>Welcome and Introductions</b>  |        |
| 2  | <b>Apologies for absence and acceptance of those absences</b><br><br>The meeting was quorate.<br>Sharon Carlyon and Sally Newing (Prospective Trustee) sent apologies. Ian Stotesbury was welcomed to the meeting as a prospective Trustee<br>Liz Leeman, Claire Edwards and Efuru Obua joined the meeting virtually. |        |
| 3  | <b>Declarations of Conflicts of Interest - None</b>   |        |
| 4  | <b>Notice of Any Other Business - None</b>  |        |

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| 5 | <p><b>Elect Chair and vice -chair</b></p> <p>Liz Leeman was elected Chair for a term of a year.<br/>Andrew Chappell was elected vice chair for a term of a year.</p> <p>Andrew Chappell chaired the meeting.</p> <p>The chair welcomed Ian to the meeting and all Trustees introduced themselves and explained their roles and background.</p>   |  |
| 6 | <p><b>Policies due – available via Governor Hub prior to the meeting</b></p> <p><u>The following policies were approved for use by the Trustees with the amendments listed below:</u></p> <p><b>a. Child protection policy</b></p> <p>Updates to the policy requested by Trustees:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> To add a sentence that explains the use of the word 'school' relates to all schools in the Trust.</li> <li><input type="checkbox"/> Initial sentence in roles &amp; responsibilities about staff receiving updates at least annually e.g., by email to be amended to training and half termly updates to better reflect practice.</li> <li><input type="checkbox"/> Addition to the section on agency &amp; third parties to clarify that the school verify that the person attending is the person for whom the checks have been undertaken.</li> <li><input type="checkbox"/> Under Statement of Intent the typo will be updated in " Governors in responsible for child protection and safeguarding.....</li> <li><input type="checkbox"/> "The DSL has a duty to promote supportive engagement with parents in safeguarding and promoting the welfare of children, including where families may be facing challenging circumstances" - " <i>and follow up on potential issues raised by parents or children</i>" to be added.</li> <li><input type="checkbox"/> .....show signs of being drawn into anti-social or criminal behaviour, including gang involvement and association with organised crime groups.... As this is a very serious issue in the community more targeted support to be clearly stated in the policy such as engagement with faith-based organisations, police and the prevent team staff.</li> <li><input type="checkbox"/> Under the last point of statement of intent amendment to "ensuring that all new staff and volunteers are only appointed ..."?</li> <li><input type="checkbox"/> GDPR, data manager, to be added to the policy alongside a note that Safeguarding supersedes GDPR.</li> <li><input type="checkbox"/> Virtual school teachers for each of the schools to be added with the list of DSL's in each school.</li> </ul> <p>Questions from Trustees:</p> <p>T: There is mention of some policies which may be new - Personal Electronic Devices Policy, Child Sexual Exploitation Policy. Will these need to be adopted?</p> <p>CEO: They are being drafted and will be presented for comment and approval.</p> <p>T: School Policies refer to "Allegations of Abuse Against Staff Guidance (HCC)". Is this still appropriate given the trust schools not HCC employ staff and also as we no</p> |  |

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|   | <p>longer use HCC/HfL HR is their guidance appropriate?<br/> CEO: After discussion with Judicium and their review of our policies over the summer holidays we will continue to use the HCC/HFL toolkit as we are confident this is the best toolkit available.</p> <p>T: How do our procedures ensure the transfer of a CP file within the 5 days specified in the policy?<br/> CEO: Records are held on CPOMs and when a child leaves the school and joins another school their records are automatically sent electronically to the new school. It is an automated process so the five days is acceptable as it is carried out automatically.</p> <p>T: Use of school premises for non-school activities - How do we discharge the duty on us to seek assurance anybody using our premises has appropriate safeguarding policy &amp; procedures in place?<br/> CEO: We have a robust lettings policy and agreement in place and we ensure that we have reviewed the companies safeguarding procedures annually in order for them to continue to use the school premises. We will review this going forwards in line with KCSIE 2021 updates.</p> <p>T: Where you have visitors who are in school more than three times in a term then they should be added to the single central record, is that happening?<br/> CEO: Yes, reviews are carried out regularly.</p> <p>b. Privacy notice Trustees, Governors, and other volunteers</p> <p>c. Privacy Notice (How we use Pupil Information)</p> <p>d. Privacy Notice School Workforce</p> <p>e. Freedom of Information</p> <p>f. Code of conduct for employees</p> <p>T: Can we ensure we are using DSL instead of DSP?<br/> CEO: I will update</p> <p>g. Code of conduct for Trustees/ Governors</p> <p>T: Although Members are defined, given our structure also has members who have distinct role I think it would be clearer to state "Trust and/or LGC members"<br/> CEO: I will update</p> <p>T: Can we add the Trusts beliefs and values please to both codes of conduct?<br/> CEO: I will add to both documents.</p> <p><i>CEO to make amendments as requested to documents and issue via Governor Hub for Trustees.</i></p> | CEO |
| 7 | <p><b>Annual declarations</b></p> <p>a. <i>Trustee details – GIAS to be updated by COO when new Trustees have been appointed.</i></p>  | COO |

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|          | <p>b. Pecuniary interests – up to date</p> <p>c. Keeping Children Safe in Education 2021</p> <p>d. <i>Online safety agreement – the Trustee section is missing. The CEO will update</i></p> <p>e. Code of conduct</p> <p>f. Child protection policy</p> <p>g. Privacy notice</p> <p>h. Whistleblowing policy</p> <p>i. Academies Trust handbook 2021</p> <p><i>Once updated policies are received by the clerk, Trustees will be notified so that they can review and confirm via Governor Hub</i></p>  | <p><b>CEO</b></p> <p><b>Clerk/All Trustees</b></p> |
| <b>8</b> | <p><b>Review Governance Structures</b></p> <p>a. Member appointments – at present there is one vacancy for a member.</p> <p>Natalie Dalvarez was appointed as a member by the Members of the board. <i>Companies house and GIAS will be updated.</i></p> <p><i>Trustees will continue to try to recruit a fifth member to ensure the Trust is operating within DFE best practice guidelines.</i></p> <p>b. Trustee vacancies – at present there are three vacancies for Trustees.</p> <p><input type="checkbox"/> There are two prospective Trustees who are completing safeguarding checks at present. The COO has advertised the third vacancy with a Trustee recruitment agency and will report back on progress.</p> <p>c. Committee Structures including LGCs</p> <p><input type="checkbox"/> Resources – Trustees - Liz Redman, Claire Edwards, Liz Leeman</p> <p><input type="checkbox"/> Community and Standards – Trustees – Andrew Chappell, Dan Finill, Efuru Obua</p> <p><input type="checkbox"/> LGC's are remaining with their current format. Following successful recruitment at LHS there are currently no vacancies at LGC level within the Trust. Updated membership was explained to Trustees.</p> <p><input type="checkbox"/> The AHT's being part of alternative boards has worked well in the experience of the Trustee attending the LGC meetings.</p> <p>d. Elect Chair of committees</p> <p><input type="checkbox"/> Resources – Liz Redman</p> <p><input type="checkbox"/> Community and Standards – Andrew Chappell</p> <p>e. Dialogue with members/ Information sharing</p> <p><input type="checkbox"/> A new page has been purchased on Governor Hub for Members which will allow for targeted information sharing.</p> <p><input type="checkbox"/> <i>The aim is to improve communication with Members and provide a</i></p> | <p><b>COO</b></p> <p><b>CEO</b></p>                |

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|           | <p><i>focused regular update about Trust Business. It is suggested that a short termly meeting take place. The Chair will discuss with Natalie Dalvarez.</i></p> <p><input type="checkbox"/> Trust email addresses for Trustees to be created.</p> <p>f. DFE Suitability checks for the Chair of Trustee – Completed by the Chair of Trustees previously.<br/>The Clerk confirmed they do not need to be completed by chairs of LGC's</p> <p>g. Link roles to be allocated (<i>From matters arising</i>)</p> <p><input type="checkbox"/> <i>Eco and sustainability – Prospective Trustee</i></p> <p><input type="checkbox"/> Inclusion – Efuru Obua<br/><i>Meeting with the SENCo to be organised by the CEO</i></p> <p><input type="checkbox"/> Safeguarding – Dan Finill</p> <p><input type="checkbox"/> GDPR – Andrew Chappell</p> | <p><b>Chair</b></p> <p><b>Clerk<br/>(Agenda)</b></p> <p><b>CEO</b></p> |
| <b>9</b>  | <p><b>Minutes of the meeting held on 8<sup>th</sup> July 2021</b></p> <p>Trustees approved the use of electronic signatures via Governor Hub for all minutes.<br/><i>Minutes were approved and will be signed electronically by the chair of Trustees via Governor Hub.</i></p>   | <b>Chair of Trustees</b>   |
| <b>10</b> | <p><b>Matters Arising from the meeting 8<sup>th</sup> July 2021</b></p> <p>All matters arising have been completed or are agenda items.</p> <p>DFE amended admission arrangements were approved via Governor Hub <a href="#">Link to admission arrangements for 2021-22</a></p>   |  |
| <b>11</b> | <p><b>Chairs update</b></p> <p>a. Watford UTC</p> <p>The Chair and CEO reported on the progress of the application for Watford UTC to join the Trust. The Regional Schools Commissioner (RSC) Office queried the Trusts experience of secondary schools and UTC funding arrangements as well as the capacity to support education improvement at KS3,4 and 5, which were risks previously discussed by the Trustees, and as a consequence the RSC was not willing to go ahead with discussion.</p> <p>The RSC Office did explain they are willing to meet with the Trust regarding sponsoring a school in the future. Trustees agreed that this was a positive outcome.</p> <p>b. The chairs meetings are continuing this year on a half termly basis.</p>  |  |
| <b>12</b> | <p><b>Trust strategic priorities - Trust plan 2021-22</b></p> <p><u>The Trustees approved the change of name for the Trust Plan to the Trust Strategic priorities</u></p> <p>The CEO explained how the priorities were decided in conjunction with discussion</p>   |  |

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|  | <p>with the HT's and Trustees.</p> <p>1. Governance</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> There is now one target in place to show the collaborative nature of the work. Members, Trustees and Governors all fall under this target.</li> <li><input type="checkbox"/> <i>The COO is speaking to the Confederation of School Trusts (CST) regarding the management of the governance review required in the Academy Trust handbook refers section 1.32. After speaking to a variety of providers this company should be able to offer a bespoke package including training. The COO will report back to Trustees via Governor Hub regarding their offer and associated costs.</i></li> <li><input type="checkbox"/> Governance framework – training to be provided for the HT's and LGC's on the 4<sup>th</sup> October 2021 remotely.</li> <li><input type="checkbox"/> T: Skills audit, should this be used for recruitment of Trustees are we too late as we have already recruited?<br/>CEO: It will be used to inform any future recruitment and should be completed annually.<br/>T: Can we check that we will not have to complete an additional skills audit with CST, if we choose to use them for the external governance review?<br/>CEO: Yes, I will check and report back.</li> </ul> <p>2. Facilitate growth across the Trust</p> <p>T: Pupil numbers (including nursery admissions) to increase, is it possible to increase pupil numbers with the current situation in Watford and falling pupil numbers across the area?<br/>T: We are interested in increasing the number of pupils who choose our schools as their first choice and this should be reflected in the strategic priorities but do need to take into account the current situation across Watford.<br/>CEO: I will amend the wording and post on Governor Hub.</p> <p>Trustees discussed the possibility of becoming a sponsor for another school.<br/>T: Do we have capacity across the Trust to support another school?<br/>CEO: The SLT has capacity and the staffing structure within the schools allows for the sharing of knowledge and support with a fourth school.<br/>T: What is the difference with Sponsoring another school?<br/>CEO: When there is a school on a notice to improve then the RSC would allocate them to a Trust for support and they can become part of that Trust.<br/>T: Are there funds allocated initially to the sponsoring Trust for the additional work involved?<br/>CEO: There are funds available for support under the Trust Capacity Fund but we would need to explain our requirements and apply for this. There is no guarantee of getting it.</p> <p><u>Trustees approved initial discussions with the RSC regarding becoming a sponsor for a school. The Chair will support with the discussion.</u></p> <p>3. Develop a culture where the value of Trust collaboration is clearly recognised<br/>T: How do you monitor staff KPI's?</p> | <p>COO</p> <p>CEO</p> <p>CEO</p> <p>Chair/CEO</p> |
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|    | <p>CEO: We have annual questionnaires which are completed by staff. Staff exit surveys are also in place.</p> <p>T: Should succession planning be part of the aims?</p> <p>CEO: It is in the People Strategy but we will include again here. The HT's have also asked for an equality point to be added.</p> <p>T: Can we change the wording as it sounds like those who don't want to progress aren't given access to CPD?</p> <p>CEO: I will reword as that is not the case.</p> <p>4. Support pupils to catch up</p> <p>T: The word catch-up has a negative connotation, can we move away from that wording?</p> <p>CEO: I will change to 'support children to thrive'.</p> <p>T: Should there be a strategic focus on risk review included?</p> <p>CEO: I will review and report back.</p> <p><u>Trustees approved subject to the amendments listed.</u></p> <p>The CEO will update with the points raised and target timescales. Once completed he will send to Trustees via Governor Hub for final ratification.</p> | <p>CEO</p> <p>CEO</p> <p>CEO</p>                      |
| 13 | <p><b>Approve Annual Plan of Business</b></p> <p>Amendments to be actioned by the clerk:</p> <p>a. Change the date on the annual plan for the Resources committee to the 20<sup>th</sup> June 2022</p> <p>b. Annual planner to be added to each committee meeting agenda for review/update.</p> <p>c. Resources Committee - Annual report to be distributed with accounts – Trustees requested a group of trustees prepare and review the annual report with the support of the marketing manager. They asked that the allocation of Trustees to review be added to the annual planner</p> <p>Clerk to send updates to COO</p> <p>T: Auditor's scheme of work, can we ensure the Resources committee is delegated authority to review on the scheme of delegation?</p> <p>Clerk to check with COO</p>  | <p>Resources agenda</p> <p>Clerk</p> <p>Clerk/COO</p> |
| 14 | <p><b>Trustee skills review</b><br/>(Academy Trust handbook refers section 1.27)</p> <p>Trustees approved the use of The NGA skills audit on condition that the CEO has confirmed there will not be an additional audit to complete as part of the external governance review. The CEO will make Trustees aware of which version to complete once a discussion has taken place with CST.</p>   | <p>CEO/All Trustees</p>                               |
| 15 | <p><b>External Review of Governance</b><br/>(Academy Trust handbook refers section 1.32)</p>   |   |

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|-----------|---|-------|-----------------------------------|------------------|
|           | Thu 9 Sep 2021  | 19:00 | Trust board                       |                  |
|           | Tue 12 Oct 2021   | 19:00 | Community and Standards Committee |                  |
|           | Wed 20 Oct 2021   | 11:00 | Resources committee               |                  |
|           | Wed 24 Nov 2021   | 19:00 | Trust board                       |                  |
|           | Wed 1 Dec 2021  | 11:00 | Resources committee               |                  |
|           | Thu 9 Dec 2021  | 19:00 | AGM                               |                  |
|           | Tue 18 Jan 2022   | 19:00 | Community and Standards Committee |                  |
|           | Wed 9 Feb 2022  | 11:00 | Resources committee               |                  |
|           | Wed 16 Mar 2022   | 19:00 | Trust board                       |                  |
|           | Wed 20 Apr 2022   | 11:00 | Resources committee               |                  |
|           | Wed 27 Apr 2022   | 19:00 | Community and Standards Committee |                  |
|           | Wed 22 Jun 2022   | 11:00 | Resources committee               |                  |
|           | Thu 7 Jul 2022  | 19:00 | Trust board                       |                  |
|           | Mon 11 Jul 2022   | 19:00 | Community and Standards Committee |                  |
|           | Fri 15 Jul 2022   | 00:00 | Trustee Day                       |                  |
| <b>20</b> | <b>Items to be taken to LGC's from the meeting</b><br><br><i>Trust strategic responsibilities – once the updated version is available from the CEO the clerk will distribute to LGC's</i> |       |                                   | <b>CEO/Clerk</b> |

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