

INCLUSIVE | MULTI ACADEMY TRUST

TRUSTEES MEETING

HELD on the 24th November 2021 at 7pm at Beechfield School

Name	Governor Type	Attended
Morgan Bone	Prospective Trustee	Attended
Sharon Carlyon	Company Secretary	Attended
Camilla Castro	Prospective Trustee	Attended
Andrew Chappell (Chair)	Trustee	Attended
Claire Edwards	Trustee	Attended
Daniel Finill	Trustee	Apologies Accepted
Martin Goodman	Prospective Trustee	Attended
Liz Jones	Prospective Trustee	Attended
Emma Lad (Clerk)	Clerk	Attended
Elizabeth Leeman	Trustee	Apologies Accepted
Sally Newing	Prospective Trustee	Attended – virtually
Efuru Obua	Trustee	Attended
Siobhan O’Garro	Prospective Trustee	Attended - virtually
Elizabeth Redman	Trustee	Attended - virtually
James Roach	CEO and 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

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Meeting started 7.05pm

No	ITEM	Action
1	<p>Welcome and Introductions</p> <ul style="list-style-type: none"> The meeting was chaired by Andrew Chappell. The Chair welcomed prospective Trustees to the meeting. Trustees and prospective Trustees introduced themselves. A huge congratulations to Sharon on being awarded the ISBL CEO Award for Exceptional Contribution to School Business Leadership. 	
2	<p>Apologies for absence and acceptance of those absences</p> <p>Sanjay Mazumder (prospective Trustee), Elizabeth Leeman and Daniel Finill sent apologies.</p>	
3	<p>Declarations of Conflicts of Interest</p> <p>No conflicts of interest reported</p>	
4	<p>Notice of Any Other Business</p> <p>There is a Freedom of information request item to be raised under any other business.</p>	
5	<p>Minutes of the meeting held on 9th September 2021</p> <p>The minutes were approved by Trustees and will be signed electronically by the Chair.</p>	
6	<p>Matters Arising from the meeting 9th September 2021</p> <p>All matters arising are agenda items or completed</p>	
7	<p>Trust Board Chair report</p> <ul style="list-style-type: none"> LGC Chairs meeting feedback The meetings take place every half term to allow for improved communication across the Trust. The CEO explained that the Trust strategic plan was reviewed, skills audit responses, finance training for local boards and upcoming Ofsted inspections for two schools. The CEO fed back that the governance framework document and accompanying training was appreciated by the boards as it has supported clarity of roles and responsibilities. Trustee recruitment The CEO and COO will speak to Trustees after the meeting regarding taking on the role of Trustee moving forward. Member recruitment (<i>from matters arising</i>) The CEO explained that we are looking to recruit a 5th member to ensure we operate 	

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	<p>in accordance with the Departments strong preference that trusts should have at least five members. A prospective member with the appropriate skills is in the initial stages of discussion regarding joining the board.</p> <ul style="list-style-type: none"> • Meeting with Members (<i>from matters arising</i>) <i>The clerk was asked to carry the item forward to the next meeting</i> • Allocation of Eco and Sustainability Trustee role (<i>from matters arising</i>) <i>The clerk was asked to carry the item forward to the next meeting</i> • Incident at LHS There was a safeguarding concern raised by a parent with Ofsted. The school worked quickly with the parent and the complaint was subsequently withdrawn. As a result of the initial complaint the Chair and CEO completed a review and issued a report into the incident to the ESFA. The ESFA confirmed they are “content that the safeguarding and health and safety processes in the trust comply” and that the case is closed. 	<p>Clerk</p> <p>Clerk</p>
<p>8</p>	<p>Community and Standards Committee Chair report</p> <p>Distributed prior to the meeting via Governor Hub and taken as read: Community and standards Committee minutes 12.10.21</p> <ul style="list-style-type: none"> • Overview of role of the committee for new Trustees The chair gave prospective Trustees an overview of the roles and responsibilities of the committees in line with the terms of reference. The chair explained the reporting process to the Trustee meeting and gave an overview of topics being monitored and reviewed at present by the committee. • Comments/Questions from minutes 12th October – there were no comments or questions 	
<p>9</p>	<p>Resources Committee Chair report</p> <p>Distributed prior to the meeting via Governor Hub and taken as read: Resources committee minutes 20.10.21</p> <ul style="list-style-type: none"> • Overview of role of the committee for new Trustees The chair gave prospective Trustees an overview of the roles and responsibilities of the committees in line with the terms of reference. The chair explained the reporting process to the Trustee meeting and gave an overview of topics being monitored and reviewed at present by the committee. • Comments/Questions from minutes 20th October Trustees and prospective Trustees asked questions around the curriculum design, staff resignations and numbers of children on roll at each school. <p>The COO gave an overview of the work undertaken around the People Strategy which is reviewed at the Resources committee in full. The Resources committee feedback to the Trustees any developments in the strategy</p>	

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	regularly.	
10	<p>Trust Strategic Priorities</p> <p>Distributed prior to the meeting via Governor Hub and taken as read: Inclusive MAT Strategic priorities 2021-22</p> <ul style="list-style-type: none"> • Strengthen Governance at each level The next stage is a robust induction process and training for all new governors and Trustees. • Develop a culture where the value of Trust collaboration is clearly recognised <ul style="list-style-type: none"> ○ The staff have fed back this has been a success from the pandemic and as the schools staff were able to work closely and more efficiently when dealing with updated guidance. ○ The People Strategy is key to supporting this priority and ensuring the Trust move forward together. The CEO explained, in answer to questions, the various improvements as a result of the People Strategy across the Trust. In particular the improvements in the leave of absence process which has been welcomed by staff across the Trust. ○ Discussion took place around the review and enhancement of the performance management processes and the possibility of moving away from the long established process used at present. Staff feedback to date has been clear that the process in place at present is not meeting their needs. Some Trustees and prospective Trustees were reticent about the legality of changing the process. The Trust will work with staff, the Trusts HR provider and networking forums to ensure the recommended changes are appropriate. The COO reassured Trustees that the changes will be thoroughly investigated at the Resources committee before being brought to the Trustees for final ratification. • Support pupils to thrive <ul style="list-style-type: none"> ○ CEO explained the current absence of formal data with which to monitor attainment and progress. ○ The grant funding streams to support children’s progress as a result of lost learning during Covid were explained by the CEO. ○ Sustainability is a key area of development for schools. The Trust has been led by children in improving the sustainability of schools. With the recent COP26 summit having taken place there is renewed focus from government which has led to challenging targets for schools being recently published. ○ During the pandemic the school identified 18 – 22% of children who didn’t have connectivity in their home. The Trust ensured there was access to the internet for those families but now needs to look to the future and how to continue to support those families. • Facilitate Growth across the Trust including feedback from discussion with the Regional Schools Commissioner (<i>from matters arising</i>) 	

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	<p>The CEO and COO attended training from the Regional schools commissioner. The CEO shared the training slides at the meeting</p> <ul style="list-style-type: none"> ○ 51% of schools are academies or free schools. ○ The COO explained that 86% of schools that joined a Trust feel it has benefitted them overall. ○ MATs have only been in place for ten years. ○ CEO/COO feel that the Trust may be vulnerable at the moment as current discussions/thoughts within the sector is suggesting that a trust of 3 schools is not viable in the long term. ○ Hertfordshire primary schools have responded differently to other counties as there is strong local authority support. The Trustees discussed the number of schools which have converted and the impact on the schools who are choosing to join academies. ○ The routes for growth were explained by the CEO. ○ Considerations including geography and finances were discussed. <p>Trustees and prospective Trustees acknowledged and agreed that there needs to be a considered approach to growth. They discussed the main principles behind a growth strategy and agreed that we should develop a criteria to inform who we approach as a priority, whilst working to consider the sponsorship route. Trustees discussed the fluidity needed within any plan and agreed that any opportunities which arise naturally should be considered.</p> <p>Trustees felt that they were unable to recommend a definite route for growth or suggest schools/timescales/geographical location etc and entrusted responsibility operation responsibility to the CEO/COO. They asked that the CEO and COO review the options fully and present a strategy document at the next meeting for Trustees to review.</p>	CEO/COO
11	<p>Approval of CIF bids to be presented to the ESFA</p> <p>The COO explained the Capital Improvement Fund is released annually. The bids need to be submitted in December. There are four possible bids across the three schools being reviewed at present. The mechanical and electrical reports have not been received and so the proposed bids could not be presented at this meeting.</p> <p>The Trustees delegated authority to the Resources committee to review and approve the CIF bids for 2021/22.</p>	Res com
12	<p>Policy review</p> <p>Distributed prior to the meeting via Governor Hub and taken as read: Equality Plan 2021 -22</p> <p>The CEO explained the ongoing work on the Equality Plan and in particular on priority one at present.</p> <p>Priority one: Develop and embed a staff culture that encourages and values equality, diversity and inclusion across our workforce enabling all staff to achieve their very best.</p>	

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	<p>LHS has been selected for a Greater Futures Programme due to the fantastic work completed in the school and the Trust are determined to ensure this approach and innovation is replicated at all levels of the Trust. At present, the Senior Leadership Team are aware, as are the staff, that the Leadership does not reflect the diversity of the children in the school.</p> <p><u>The Trustees approved the Equality Plan 2021-22</u></p>	
13	<p>Approval of admission arrangements for 2023/24</p> <p>Distributed prior to the meeting via Governor Hub and taken as read: Admission arrangements 2023-24, Nursery Admissions 2022-23</p> <p>Academies must publicly consult by 31 January 2022 on proposed changes to admission arrangements for entry in September 2023, or if they have not consulted in the past 7 years. Academies must determine their admission arrangements for entry in September 2023 by 28 February 2021.</p> <p>The Trust follows HCC guidance and are taking part in the HCC consultation. HCC have amended their explanatory notes and definitions including the definition and explanation for home address, where two applications are received for the same child.</p> <p><u>The Trustees approved the admission arrangements for 2023/24 and Nursery admissions for 2022/23.</u></p>	
14	<p>High Risks – Risk Register review</p> <p>Distributed prior to the meeting via Governor Hub and taken as read: Risk register November 2021</p> <ul style="list-style-type: none"> • Failure to attract new schools to join the Trust • Failure of the Trust to recruit Trustees • Schools do not meet national attainment standards in 2021/22 The SATs results are not being published. <p>No further comments to add other than discussed over the course of the rest of the meeting.</p>	
15	<p>Governance review – Confederation of School Trusts (<i>from matters arising</i>)</p> <p>Distributed prior to the meeting via Governor Hub and taken as read: 20211117 CST Governance advisory service contract – Inclusive MAT</p> <p>A governance review is now requested in the Academy Trust Handbook 2021. After reviewing the organisations and packages offering governance reviews the COO explained the Confederation of School Trusts had been chosen. They are a sector leading organisation and offered the most thorough and robust governance review.</p>	

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	<u>The Trustees approved the Confederation of School Trusts carrying out the governance review.</u>																																					
16	<p>Any other Business</p> <p>The Data Protection Officer explained there had been a Freedom of information request and all necessary actions have been taken within the 20 day deadline. This related to access to school reports etc when parents are separated. This is facilitated by Arbour. The system that the Trust introduced to manage schools information.</p>																																					
17	<p>Date of next Meeting</p> <table border="1"> <thead> <tr> <th>Date</th> <th>Start</th> <th>Meeting</th> </tr> </thead> <tbody> <tr> <td>Wed 1 Dec 2021</td> <td>11:00</td> <td>Resources committee</td> </tr> <tr> <td>Thu 9 Dec 2021</td> <td>18:00</td> <td>AGM</td> </tr> <tr> <td>Tue 18 Jan 2022</td> <td>19:00</td> <td>Community and Standards Committee</td> </tr> <tr> <td>Wed 9 Feb 2022</td> <td>11:00</td> <td>Resources committee</td> </tr> <tr> <td>Wed 16 Mar 2022</td> <td>19:00</td> <td>Trust board</td> </tr> <tr> <td>Wed 20 Apr 2022</td> <td>11:00</td> <td>Resources committee</td> </tr> <tr> <td>Wed 27 Apr 2022</td> <td>19:00</td> <td>Community and Standards Committee</td> </tr> <tr> <td>Wed 22 Jun 2022</td> <td>11:00</td> <td>Resources committee</td> </tr> <tr> <td>Thu 7 Jul 2022</td> <td>19:00</td> <td>Trust board</td> </tr> <tr> <td>Mon 11 Jul 2022</td> <td>19:00</td> <td>Community and Standards Committee</td> </tr> <tr> <td>Fri 15 Jul 2022</td> <td>00:00</td> <td>Trustee Day</td> </tr> </tbody> </table>	Date	Start	Meeting	Wed 1 Dec 2021	11:00	Resources committee	Thu 9 Dec 2021	18:00	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	
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18	<p>Items to be taken to LAB from the meeting</p> <p>There were no items requested</p>																																					

Meeting ended 9pm

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