

# INCLUSIVE | MULTI ACADEMY TRUST

<b>KEY:</b>	Approval	Information	For feedback/questions	Action
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## Key actions and decisions from the Trustees meeting on the 15<sup>th</sup> September 2022 at 7pm at Laurance Haines School

No	ITEM	Actions
9	<p><b>Policy Review</b> – amendments to be made and documents reissued</p> <ul style="list-style-type: none"> <li>• <a href="#">Terms of reference Education Committee 22-23</a></li> <li>• <a href="#">Child Protection and Safeguarding policy</a></li> <li>• <a href="#">Whistleblowing for one year</a></li> </ul>	<b>Clerk/ CEO/ COO</b>
10	<p>Further information on the role proposed liaison between Trustees and Local Governing Committees and reporting would be circulated outside the meeting.</p> <p>Emma Hill was appointed a Co-opted Trustee</p> <p>All Trustees to complete declarations via Governor Hub</p> <p>CST review - Succession planning is the next key area for review and will be discussed fully at the next meeting. The clerk will make local governing committees aware of the need to ensure there is clear succession planning in place.</p>	<p><b>Chair/ Clerk</b></p> <p><b>Clerk</b></p> <p><b>All Trustees</b></p> <p><b>Clerk</b></p> <p><b>Trust agenda</b></p> <p><b>LGC agenda</b></p>
12	<p>Increased costs will be reforecast in Autumn Term and presented to the Resources Committee.</p> <p>Condition surveys have been procured with Barker Associates. The Resources Committee will review further bids once criteria are published.</p> <p>The Executive Pay working group will include the Chair of the Trustees, One of the chairs from the LGC, Martin Goodman and Liz Jones. James Roach and Sharon Carlyon will also be involved as necessary.</p> <p>A working document and terms of reference will be created for the working group.</p>	<p><b>Resources Committee</b></p> <p><b>Resources Committee</b></p> <p><b>Executive Pay working group</b></p> <p><b>Chair/CEO</b></p>
13	<p>The Trustees asked the CEO to pass on their thanks to the staff for all their hard work to ensure the children were able to receive these results.</p>	<b>CEO</b>
14	<p>The CEO will review the Trust plan in line with the Trustee comments and distribute to governors via Governor Hub.</p>	<b>CEO</b>
15	<p>The Education committee will continue to monitor and review educational results for children.</p> <p>The Resources Committee was asked to consider the risk of the overall rising cost of living on the Trust, staff and families.</p>	<p><b>Education Committee</b></p> <p><b>Resources Committee</b></p>
16	<p>The clerk will send a spreadsheet of courses to be completed via Modern Governor on Governor Hub.</p> <p style="color: #008000;">Trustees were asked to complete the following as soon as possible:</p> <ul style="list-style-type: none"> <li>○ <a href="#">Safeguarding and Child protection</a></li> <li>○ <a href="#">Safeguarding and governance</a></li> <li>○ <a href="#">Prevent</a></li> </ul>	<p><b>Clerk</b></p> <p><b>All Trustees</b></p>



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## TRUSTEES MEETING MINUTES

HELD on the 15<sup>th</sup> September 2022 at 7pm at Laurance Haines School

Name	Governor Type	Attended
Morgan Bone	Trustee	Attended - online
Sharon Carlyon (COO)	Company Secretary	Attended
Camilla Castro	Trustee	Attended - online
Andrew Chappell	Trustee	Attended
Claire Edwards	Trustee	Attended
Martin Goodman	Co-opted Trustee	Attended – online
Emma Hill	Co-opted Trustee	Attended
Liz Jones	Trustee	Attended
Emma Lad (Clerk)	Clerk	Attended
Elizabeth Leeman (Chair)	Trustee	Attended
Sanjay Mazumder	Trustee	Apologies
Sally Newing	Trustee	Attended
Elizabeth Redman	Trustee	Attended
James Roach (CEO)	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*

Please see Appendix B: Discussion from Governor Hub ahead of the meeting



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Meeting started 7.05pm

No	ITEM	Action
<b>Procedural – 10 minutes</b>		
<b>1</b>	<p><b>Welcome and Introductions</b></p> <ul style="list-style-type: none"> <li>The meeting was quorate.</li> <li>The Clerk welcomed Trustees to the meeting.</li> <li>Sanjay Mazumder sent apologies</li> <li>Emma Hill was welcomed to the meeting and introduced to Trustees.</li> </ul>	
<b>2</b>	<p><b>Apologies for absence and acceptance of those absences</b></p> <p>There were apologies sent ahead of the meeting by Sanjay Mazumder.</p>	
<b>3</b>	<p><b>Declarations of Conflicts of Interest</b></p> <p>There were no conflicts of interest declared.</p>	
<b>4</b>	<p><b>Review Pecuniary Interests</b></p> <p>The COO reminded Trustees that they need to declare all possible present and future conflicts of interest.</p> <p>There were no pecuniary interests declared at the meeting.</p>	
<b>5</b>	<p><b>Notice of Any Other Business</b></p> <p>There was no notification of any other business.</p>	
<b>6</b>	<p><b>Election of Chair and Vice Chair</b></p> <p>Elizabeth Leeman was elected Chair of Trustees for a term of year.</p> <p>Andrew Chappell was elected Vice Chair of Trustees for a term of a year.</p>	
<b>7</b>	<p><b>Minutes of the meeting held on 7<sup>th</sup> July 2022</b></p> <p><b>Distributed prior to the meeting via Governor Hub and taken as read:</b> 22.07.07 Inclusive MAT Trust board minutes (approved in principle)</p> <p>The minutes were approved by Trustees as an accurate record of the meeting and were signed by the Chair electronically via Governor Hub.</p>	
<b>8</b>	<p><b>Matters Arising from the meeting 7<sup>th</sup> July 2022</b></p> <p><b>Distributed prior to the meeting via Governor Hub and taken as read:</b> Inclusive MAT actions overview 7.7.22</p> <p>See appendix A – all matters arising are completed or agenda items</p>	







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	<p>All Trustees to complete via Governor Hub. The clerk reminded Trustees of the interests which should be declared and explained the importance of fully declaring interests.</p> <ul style="list-style-type: none"> <li>• Sign all confirmations on Governor Hub</li> </ul> <p><i>All Trustees to complete via Governor Hub once the clerk has added policies approved at this meeting. The clerk will advise trustees when the declaration are available to sign</i></p> <ul style="list-style-type: none"> <li>• CST governance review – see appendix D below</li> </ul> <p><i>The Trustees reviewed the actions and discussed progress made to date. Succession planning is the next key area for review and will be discussed fully at the next meeting. The clerk will make local governing committees aware of the need to ensure there is clear succession planning in place.</i></p>	<p style="text-align: center;"><b>All Trustees/ Clerk</b></p> <p style="text-align: center;"><b>Clerk Trust agenda LGC agenda</b></p>
<b>Committee Reports - 20 minutes</b>		
<b>11</b>	<p><b>Trust Board Chair report</b></p> <p><b>Distributed prior to the meeting via Governor Hub and taken as read:</b></p> <ul style="list-style-type: none"> <li>• Ofsted <a href="#">Link to BFS Ofsted report 24.05.22</a></li> </ul> <p>Trustees congratulated the school on the good report and the fantastic work completed by the staff team.</p> <p>The Trust is still awaiting the published Ofsted report from CTS as all reports are on hold due to the Queens death.</p> <ul style="list-style-type: none"> <li>• <b>School Resource Management Advisor</b> The Chair explained the background for the reviews and the reason the Trust was selected for a review. The Trustees decision to release reserves over time had been flagged as it showed declining savings. However, when the advisor reviewed the Trust finances they were very positive about the management and complimentary about the information sent to the boards. They highlighted a couple of KPI's which could be added at a management level. The Trustees thanked the COO and the team for their good management of the Trusts finances.</li> </ul> <p>The Trustees discussed growth and felt that review outcomes such as this added to the strength of the Trusts position. A further meeting is to booked with the Regional Schools Commissioner and they have indicated they are actively considering new schools to join the MAT.</p>	
<b>Committee Reports - 20 minutes</b>		
<b>12</b>	<b>Resources Committee Chair report (10 minutes)</b>	



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	<p><b>Distributed prior to the meeting via Governor Hub and taken as read:</b> Resources update for Trust Board Sept 22</p> <ul style="list-style-type: none"> <li>• <span style="color: #C00000;">Overview of committee business</span></li> <li>• <span style="color: #6A329F;">Comments and questions from minutes on the 22<sup>nd</sup> June 2022 – comments below</span></li> <li>• <span style="color: #C00000;">Staff pay awards 2022/23</span></li> </ul> <p><span style="color: #C00000;">Teachers</span></p> <ul style="list-style-type: none"> <li>○ Trustees previously approved the budget as per pay tables within the STRB report which maintained commitment to £30K starting salary for September 2023</li> <li>○ It was anticipated to be 8.5% (MPS1) to 3% (MPS6 and above). The Government have announced pay increases between 8.9% and 5% and are currently consulting until 23<sup>rd</sup> September. The legislation is expected on the 14<sup>th</sup> October.</li> <li>○ The impact of the pay award and staff changes since budget approval could be around £160,000 for the Trust.</li> <li>○ <i>The school business officers are reviewing staff structures at present in the light of changes post budget approval and the increased costs will be reforecast in Autumn Term and presented to the Resources Committee.</i></li> <li>○ The sector is pressing for a grant to cover increased cost.</li> </ul> <p><u>Trustees approved the government pay scales as presented.</u></p> <p><span style="color: #C00000;">Support staff</span></p> <ul style="list-style-type: none"> <li>○ Trustees previously approved the budget including a 5% increase for 2022. The current offer stands at an increase of £1,925 pa. This equates to 10.5% for employees on pay point 1 to a minimum of 4.04 at the top of the pay spine.</li> <li>○ Unite have rejected this offer (as they did the previous one, but only two unions are needed to accept it). Unison are going to consult with members without a recommendation whether to accept or reject.</li> <li>○ GMB met on 3<sup>rd</sup> Aug but we have yet to hear the outcome of this meeting.</li> <li>○ Currently we are awaiting further guidance.</li> </ul> <ul style="list-style-type: none"> <li>• <span style="color: #C00000;">Energy contract update</span> <ul style="list-style-type: none"> <li>○ The CEO and COO had previously delegated authority from Trustees to approve the energy supplier.</li> <li>○ They approached 2 procurement companies, Utility Aid and Zenergi. Both companies encouraged customers to secure longer term deals and expected prices to stay high until 2030.</li> <li>○ Taking advice from Zenergi the Trust have renewed with SSE for gas and electric with 36 month contracts.</li> </ul> </li> </ul>	<p><b>Resources Committee</b></p>
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	<ul style="list-style-type: none"> <li>• <b>Update on the Big Ask</b> The children continue to take part in the questionnaires set by the Children’s Commissioner and have just completed questions on what they did during the summer holidays.</li> <li>• <b>CTS Ofsted inspection</b> The inspection was a great example of the support across the Trust for the other schools. There was genuine teamwork and strong evidence of the schools working collaboratively. There are strong relationships within the Trust to allow staff to support each other. This is allowing the children to benefit from the shared knowledge and staff to benefit from the shared support. This is no longer driven by the Executive and is an organic thing in most cases.</li> <li>• <b>KS2 SATs data</b> Raw Data previously provided to Trustees in July 2022 has now been modified in line with statutory guidance on eligibility for inclusion in the overall data results:             <ul style="list-style-type: none"> <li>○ Nationally children’s achievement of a good level of development across reading, writing and maths fell from 65% in 2019 to 59% in 2022.</li> <li>○ This year for the Trust:                 <ul style="list-style-type: none"> <li>▪ BFS achieved 71%</li> <li>▪ CTS achieved 60%</li> <li>▪ LHS achieved 59%.</li> </ul> </li> <li>○ This means that all 3 schools are at or above national.</li> <li>○ This is a significant improvement at BFS from when they joined the Trust. And positive results, above the national average for the CTS and LHS.</li> </ul> </li> </ul> <p><i>The Trustees asked the CEO to pass on their thanks to the staff for all their hard work to ensure the children were able to receive these results.</i></p> <p>The CEO also reported meetings have taken place to ensure the sharing of good practice across the three schools since the start of term.</p>	CEO
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14	<p><b>Trust Plan 2022/23 presentation</b></p> <p><b>Distributed prior to the meeting via Governor Hub and taken as read:</b> Inclusive MAT 5 year plan draft</p> <ul style="list-style-type: none"> <li>• Reviewed previously at the Trust day.</li> <li>• The Trustees were confident that the discussion had been captured from the Trust Day. The governance targets were clear and reflected the CST review. However, they requested Diversity, inclusion and sustainability be more obvious across the plan.</li> </ul>	



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	<i>The CEO will review the Trust plan in line with the Trustee comments and distribute to governors via Governor Hub.</i>	<b>CEO</b>
<b>15</b>	<p><b>Risk Register</b></p> <p><b>Distributed prior to the meeting via Governor Hub and taken as read:</b> Risk register September 2022</p> <p><b>High risks review</b></p> <ul style="list-style-type: none"> <li>• There are no high risks at present.</li> <li>• A risk was removed from the Education category as the KS2 results are above or inline with the national results. The children are receiving a good education which has been externally verified from a number of sources. <i>The Education committee will continue to monitor and review educational results for children.</i></li> <li>• <i>Trustee’s questioned whether energy costs and the impact on budget be in the high risk category now. The Resources Committee was asked to consider as part of a wider review of the risk of the overall rising cost of living on the Trust, staff and families</i></li> <li>• Trustees discussed the food bank at LHS and the support being offered to families from the Salvation Army.</li> </ul>	<p><b>Education Committee</b></p> <p><b>Resources Committee</b></p>
<b>16</b>	<p><b>Trustee Training and Development</b></p> <ul style="list-style-type: none"> <li>• <b>Review Trustee skills and Training plans</b></li> </ul> <p><i>The clerk explained that Safeguarding is now a statutory training requirement for all Trustees and governors. A review of training and training expectations has been completed. The clerk will send a spreadsheet of courses to be completed via Modern Governor on Governor Hub.</i></p> <p><i>Trustees were asked to complete the following as soon as possible:</i></p> <ul style="list-style-type: none"> <li>○ <a href="#">Safeguarding and Child protection</a></li> <li>○ <a href="#">Safeguarding and governance</a></li> <li>○ <a href="#">Prevent</a></li> </ul> <ul style="list-style-type: none"> <li>• <b>Arrange Trustee monitoring visits</b> Trustees are encouraged to visit all the schools, if they have not already visited.</li> </ul>	<p><b>Clerk</b></p> <p><b>All Trustees</b></p>
<b>17</b>	<p><b>Any other Business</b></p> <p>None requested at the beginning of the meeting</p>	



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<b>18</b>	<p><b>Date of next Meeting</b></p> <table border="1"> <thead> <tr> <th>Dates for 2022/23</th> <th>Start</th> <th>Meeting</th> </tr> </thead> <tbody> <tr> <td style="color: #008000;">Tue 11 Oct 2022</td> <td style="color: #008000;">19:00</td> <td style="color: #008000;">Education Committee</td> </tr> <tr> <td style="color: #FFD700;">Wed 19 Oct 2022</td> <td style="color: #FFD700;">11:00</td> <td style="color: #FFD700;">Resources Committee</td> </tr> <tr> <td style="color: #008000;">Tue 15 Nov 2022</td> <td style="color: #008000;">19:00</td> <td style="color: #008000;">Trust Governance Training</td> </tr> <tr> <td style="color: #FFD700;">Mon 21 Nov 2022</td> <td style="color: #FFD700;">11:00</td> <td style="color: #FFD700;">Resources committee</td> </tr> <tr> <td style="color: #008000;">Thu 24 Nov 2022</td> <td style="color: #008000;">19:00</td> <td style="color: #008000;">Education Committee</td> </tr> <tr> <td style="color: #4F81BD;">Thu 1 Dec 2022</td> <td style="color: #4F81BD;">19:00</td> <td style="color: #4F81BD;">Trust board meeting</td> </tr> <tr> <td style="color: #4F81BD;">Thu 8 Dec 2022</td> <td style="color: #4F81BD;">19:00</td> <td style="color: #4F81BD;">Trust Board AGM</td> </tr> <tr> <td style="color: #008000;">Tue 28 Feb 2023</td> <td style="color: #008000;">19:00</td> <td style="color: #008000;">Trust Governance Training</td> </tr> <tr> <td style="color: #008000;">Tue 21 Mar 2023</td> <td style="color: #008000;">19:00</td> <td style="color: #008000;">Education Committee</td> </tr> <tr> <td style="color: #FFD700;">Wed 22 Mar 2023</td> <td style="color: #FFD700;">11:00</td> <td style="color: #FFD700;">Resources Committee</td> </tr> <tr> <td style="color: #4F81BD;">Thu 30 Mar 2023</td> <td style="color: #4F81BD;">19:00</td> <td style="color: #4F81BD;">Trust Board meeting</td> </tr> <tr> <td style="color: #008000;">Tue 13 Jun 2023</td> <td style="color: #008000;">19:00</td> <td style="color: #008000;">Trust Governance Training</td> </tr> <tr> <td style="color: #FFD700;">Wed 28 Jun 2023</td> <td style="color: #FFD700;">11:00</td> <td style="color: #FFD700;">Resources Committee</td> </tr> <tr> <td style="color: #008000;">Thu 29 Jun 2023</td> <td style="color: #008000;">19:00</td> <td style="color: #008000;">Education Committee</td> </tr> <tr> <td style="color: #4F81BD;">Thu 6 Jul 2023</td> <td style="color: #4F81BD;">19:00</td> <td style="color: #4F81BD;">Trust board meeting</td> </tr> <tr> <td style="color: #4F81BD;">Fri 7 Jul 2023</td> <td style="color: #4F81BD;">All day</td> <td style="color: #4F81BD;">Trust open day</td> </tr> </tbody> </table>	Dates for 2022/23	Start	Meeting	Tue 11 Oct 2022	19:00	Education Committee	Wed 19 Oct 2022	11:00	Resources Committee	Tue 15 Nov 2022	19:00	Trust Governance Training	Mon 21 Nov 2022	11:00	Resources committee	Thu 24 Nov 2022	19:00	Education Committee	Thu 1 Dec 2022	19:00	Trust board meeting	Thu 8 Dec 2022	19:00	Trust Board AGM	Tue 28 Feb 2023	19:00	Trust Governance Training	Tue 21 Mar 2023	19:00	Education Committee	Wed 22 Mar 2023	11:00	Resources Committee	Thu 30 Mar 2023	19:00	Trust Board meeting	Tue 13 Jun 2023	19:00	Trust Governance Training	Wed 28 Jun 2023	11:00	Resources Committee	Thu 29 Jun 2023	19:00	Education Committee	Thu 6 Jul 2023	19:00	Trust board meeting	Fri 7 Jul 2023	All day	Trust open day	
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<b>19</b>	<p><b>Items to be taken to Education Committee, Resources Committee or the Local Governing Committees from the meeting</b></p> <p>Noted in actions above</p>																																																				

**Meeting ended 9pm**



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## Appendix A: Matters arising

8. Matters arising from 07.07.22	Outcome/ response/ agenda item
<i>The Trustees approved delegation of authority for completion and submission of the BFR3Y by the 26<sup>th</sup> July 2022 to ER.</i>	<b>Completed</b>
<i>Confirmation that the COO will return to the Board should there be significant opposition from staff voice - The COO will action</i>	<b>Completed</b>
<p><u><i>To be discussed at the Trustees planning day on the 8<sup>th</sup> July</i></u></p> <ol style="list-style-type: none"> <li><i>1. 3-5-year strategic plans</i></li> <li><i>2. Increased alignment. Link Trustee structure to be agreed</i></li> <li><i>3. Role of the Chair</i></li> <li><i>4. Quality of education across the Trust</i></li> <li><i>5. Appoint a Governance professional</i></li> <li><i>6. Continue to build communication pathways across the Trust – to ensure there are clear lines of communication between all levels of governorship.</i></li> </ol>	<b>Completed</b>
<i>The Trust plan for next year will be discussed at the Trustee day</i>	<b>Completed</b>
<i>Final pdf versions of the policies will be sent to the clerk to update on Governor Hub, Every and the website</i>	<b>Completed</b>
<i>Terms of reference Community and Standards Committee for formal approval by the Board in September.</i>	<b>Agenda item 9</b>
<i>Trustees were asked to update the clerk and Governor Hub when training is completed.</i>	<b>On-going</b>
<i>The Trustees agreed to delegate authority to the CEO and COO to approve the new energy contract so that a quick response can be given when a reasonable deal is offered.</i>	<b>Completed</b>



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## Appendix B: Discussion from Governor Hub ahead of the meeting

9	<p><b>Policy Review</b></p> <ul style="list-style-type: none"> <li>• Agree cycle of policy review 2022/23</li> <li>• Terms of reference Education Committee 22-23</li> <li>• Child Protection and Safeguarding policy</li> </ul> <p>Sanjay comments</p> <ul style="list-style-type: none"> <li>– page 7 – “ Speak to the DSL if they are unsure about how to handle safeguarding matters.” Should this be extended to say raise any potential concerns if they observe something they are unsure of</li> <li>– should all board trustees receive Safeguarding training. Probably best if we did and shows that we are leading this as a culture from the top down</li> <li>– does there need to be a section covering what happens if the person/people that have made the safeguarding breach(es) are members of staff or governing bodies. Probably does – the policy doesn’t change, but our remedy is probably to move to swift suspension pending investigation</li> </ul> <p><b>Elizabeth Redman</b> Thank you James, I’m happy with the additions.</p> <p>Sharon I have one question - on P8 it refers to the role of the DSL being explicit in their job description. I just wanted to check that the updated job descriptions include this where appropriate? Thank you.</p> <ul style="list-style-type: none"> <li>• Whistleblowing</li> </ul> <p>Sanjay comments</p> <ul style="list-style-type: none"> <li>– Should there be a line or two saying that where a concern has been raised with Line Manager/Department head/Other appropriate person, that person will then need to record the issue (will write it down if the issue is raised verbally) and feed into the process that is outlined in the rest of the document. There is a question of whether this documentation needs to be checked by the whistle-blower to ensure that the issue has been documented/interpreted appropriately</li> </ul> <ul style="list-style-type: none"> <li>• Governance Framework</li> </ul> <p>Sanjay comments</p> <ul style="list-style-type: none"> <li>– Should have a brief section on how the Link Trustee role is envisaged as working</li> </ul>
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10	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Approve annual plan of business for 2022-23</li> <li>• Ratify committee membership</li> <li>• Ratify Committee Chairs</li> <li>• Agree Linked trustees' roles</li> </ul> <p>Sanjay comments</p> <p>– Confirm that I am happy to take the link role for Facilities</p> <ul style="list-style-type: none"> <li>• Member and Trustee recruitment</li> <li>• <u>Review Academy Trust Handbook</u>. COO to outline key changes</li> </ul> <p>Have a look at this:  <a href="#">Academies Trust handbook 2022</a></p> <p><b>Sharon Carlyon</b>          Hello everyone. I hope you've had a great summer.</p> <p>In preparation for our first Board meeting of the year I've attached the Academy Trust Handbook which has been updated for 2022/23. Academy trusts <b>must</b> comply with this handbook as a condition of their funding agreement. It provides an overarching framework for implementation of effective financial management and other controls, consistent with your obligations as publicly funded bodies. Section 8 outlines the 'musts'.</p> <p>The changes to this edition are:  <b>Financial Reporting:</b> Confirming withdrawal of the Budget Forecast Return Outturn paragraph [2.15].  <b>Special Payments:</b> Clarifying in paragraph [5.12] that <b>prior approval of staff severance payments</b> in accordance with HM Treasury's Guidance on Public Sector Exit Payments applies <b>only to 'special' (non-statutory/non-contractual) payments</b>.  <b>Indemnities:</b> Confirming that trusts will be able to enter into indemnities which are in the <b>normal course of business</b> without seeking approval paragraph [5.19].  <b>Religious Character:</b> Extending the scope of paragraph [5.57] from dioceses to all religious authorities, confirming when the 'at cost' requirement is met.          Happy reading!</p> <ul style="list-style-type: none"> <li>• CST governance review</li> </ul>
11	<p><b>Trust Board Chair report</b></p> <ul style="list-style-type: none"> <li>• Ofsted  <a href="#">Link to BFS Ofsted report 24.05.22</a></li> </ul>



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KEY:	Approval	Information	For feedback/questions	Action
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	<ul style="list-style-type: none"> <li>School Resource Management Advisor</li> </ul>
<b>12</b>	<p><b>Resources Committee Chair report (10 minutes)</b></p> <ul style="list-style-type: none"> <li>Overview of committee business</li> <li>Comments and questions from minutes on the 22<sup>nd</sup> June 2022</li> <li>Staff pay awards 2022/23</li> <li>Energy contract update</li> </ul>
<b>13</b>	<p><b>Education Committee Chair report (10 minutes)</b></p> <p>Have a look at this:  <a href="#">Education Committee Chairs update 7Jul22.pptx</a></p> <p><b>Andrew Chappell</b>          That meeting seems such a long time ago now!          Have we heard anything from OFSTED about when we might get the final Cherry Tree report?          a day ago</p> <p><b>Elizabeth Leeman</b>          Sadly not yet - we have the draft but still not able to share</p> <p><b>James Roach</b>          Hi all, Ofsted has announced that the publication of reports has been paused during the period of mourning. Interestingly though, inspections continue! see more details here:</p> <p><a href="https://schoolsweek.co.uk/ofsted-reports-paused-during-queen-mourning-but-inspections-continue/">https://schoolsweek.co.uk/ofsted-reports-paused-during-queen-mourning-but-inspections-continue/</a></p>
<b>14</b>	<p><b>Trust Plan 2022/23 presentation</b></p> <p><b>Sanjay comments</b></p> <ul style="list-style-type: none"> <li>11 memorable things. Love the “Visit a University” idea at this early stage. Maybe this gives us a chance to forge a partnership with a Local Uni like Hertfordshire. They already have a number of outreach things for older children (my daughter and a bunch of friends who like Physics booked and attended an astronomy one which allowed them to engage with PhD students).</li> <li>Should we be saying “Recruit and Maintain a Diverse and Inclusive Trust Board” – I think we should</li> </ul>
<b>15</b>	<p><b>Risk Register</b></p> <ul style="list-style-type: none"> <li>High risks review</li> </ul>
<b>16</b>	<p><b>Trustee Training and Development</b></p>





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	<ul style="list-style-type: none"> <li>Review Trustee skills and Training plans</li> <li>Child Protection and Safeguarding</li> <li>Prevent</li> <li>Arrange Trustee monitoring visits</li> </ul>
<b>17</b>	<b>Any other Business</b>
<b>18</b>	<b>Date of next Meeting</b> <i>See supporting sheet</i>
<b>19</b>	<b>Items to be taken to Education Committee, Resources Committee or the Local Governing Committees from the meeting</b>



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## Appendix C: TRUSTEE/GOVERNOR RESPONSIBILITY STRUCTURE

ROLES	NOTES	TRUST	BFS	CTS	LHS
<b>Chairs of Committees</b>					
Chair		Liz Leeman	Lesly Adams	Gemma Williams	Mike Dobner
Vice Chair		Andrew Chappell	Rama Balachandran	Mark Scoulding	Denise Shaw
Resources Chair		Liz Redman	Not Applicable. In the absence of the chair, the committee can appoint a member to facilitate the agenda		
Education Chair		Andrew Chappell			
<b>Roles and Responsibilities</b>					
Safeguarding	To include CLA and CP	Liz Jones			
Estates	Including Health and safety / ICT	Sanjay Mazumder			
Grant Funding	Including PPG/SPG/School Recovery	Emma Hill			
People Strategy including staff exit interviews		Claire Edwards			
Equality, Diversity and Inclusion (including SEN)		Morgan Bone/ Camilla Castro			
Sustainability		Emma Hill/ Sally Newing			
Finance		Liz Redman			
Leadership Appraisal		Liz Leeman Andrew Chappell Liz Redman			
Trustee/Governor induction		Governance Professional and Chair			
Trustee/Governor Training		Governance Professional and Chair			
GDPR		Andrew Chappell			



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## Appendix D: CST Governance action plan

Recommended action		Review September 2022	Responsibility
3-5-year strategic plans	Develop a 3-5-year strategic plan which sets out clear targets for how the Trust will develop, this plan should include future growth, succession planning for the Executive team and GAG/reserves pooling plans.	Plan ICOC	CEO/COO
	It will be important for Trustees to undertake independent research, including wider reading and engaging with governance networks, to enable them to contribute fully to these strategic plans.	Noted	Trustees
Increased alignment	Explore how alignment across the Trust ethos and values can be developed even further, as this will enable yet more collaboration and sharing of best practice.	A number of collaborative community projects have been arranged. Teacher collaboration ongoing. ECT network continues. Admin and site networks instigated. Trust staff contracts to be rolled out. Trust inset Sept 22. IT infrastructure to be set up. Governance network to be instigated.	CEO/COO
Delegation of operational tasks	Review the Scheme of Delegation and policy approval schedule to delegate down to the Executive team, as appropriate, operational decision making and low risk policy approval.	Completed summer 22	COO
Role of the Chair	Chair of the Trust Board to increase her role in leading the development of governance across the Trust and networking with other Trust leaders and a representative from the Regional Delivery Directorate team. This will facilitate collaborative working across the education sector which might support the growth of the Trust.		Chair
Risk register	Consider further development of the risk register so that it meets the recommendations within the <a href="#">DfE risk management guidance</a>	Completed summer 22	COO



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Community and Standards Committee	Reconsider the name and remit of the Community and Standards Committee	Renamed Education committee	CEO/Education Committee
	Rename the Committee to better reflect the purpose, the Education Committee is one possibility.		
	Move the community aspect to a separate stakeholder working group.		
Quality of education across the Trust	Agree reasonable KPIs to monitor the quality of education.	For consideration by CEO/Committee	
Appoint a Governance professional	Support the Trust Board to lead on their continued development.	Development plan ICOC	Chair/COO/GP
	Work with the Trustees to secure succession planning for the Chair.		
	Regularly update information on GovernorHub.	Completed summer 22	
	Add a summary sheet to the front of minutes to summarise actions and key points, this will aid communication across the governance structure.	Completed summer 22	
Continue to build communication pathways across the Trust	Continue to strengthen the Chairs group		Chair/CEOCOO
	Trustees to ensure that they know their schools and Local Governors through targeted visits with a strategic focus.		Trustees
	Develop monitoring reports to be used across the schools, which will allow Local Governors to report back to Trustees on the Trust strategic priorities.		GP/COO
	Encourage local governors, who share the same roles, for example, safeguarding, to build links and share best practice.	On agendas for September	GP/CEO/COO/Chair
Declaration of business interests	Review the declaration of business interests for Executive leaders, Members, Trustees and Local Governors to ensure that all potential related interests are declared.	Completed summer 22	GP
	Appoint a fifth Member	Completed summer 22	COO



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Effectiveness of Members	Formalise the process for appointing Trustees so Members are assured that all checks have been completed and the candidate has the required skills and knowledge	Completed summer 22	GP
	Adopt the new model Articles of Association	Awaiting further advice from CST. Current advice is to wait ftb	GP

