

**TRUSTEES MEETING**  
**HELD AT LAURANCE HAINES SCHOOL, VICARAGE ROAD, WATFORD**  
**On Thursday 21st June 2018 at 7:00pm**

<b>ATTENDEES</b>	<b>JAMES ROACH (JR) – CEO &amp; Trustee</b> <b>ANDREW CHAPPELL (AC) - Trustee</b> <b>RICHARD JONES (RJ) – Trustee &amp; Chair</b> <b>BECKY BLACKSTAFFE (BB) – Member and Trustee</b> <b>JESSIE BRUCE (JB) - Trustee</b>
<b>APOLOGIES</b>	<b>LIZ LEEMAN (LL) – Vice-Chair - Trustee</b>
<b>IN ATTENDANCE</b>	<b>SHARON CARLYON (SC) – Company secretary, COO, CFO</b> <b>Emma Lad - Clerk</b>
<b>DOCUMENTS CIRCULATED PRIOR TO THE MEETING</b>	<ol style="list-style-type: none"> <li>1. IMAT minutes 24/5/18</li> <li>2. IMAT agenda 22/6/18</li> <li>3. Schedule of financial delegation</li> <li>4. Academies Financial Handbook</li> <li>5. BF Managements account April</li> <li>6. CT BF Managements account April</li> <li>7. LH BF Managements account April</li> <li>8. Data protection compliance training for schools</li> <li>9. Draft privacy notice (Common to all)</li> <li>10. Draft privacy notice (Pupils)</li> <li>11. Draft privacy notice (School workforce)</li> <li>12. Financial notice to improve Ashwell Academy/ The Watford UTC/ University of Chester Trust</li> <li>13. IMAT risk register tool</li> </ol>
<b>Distributed at the meeting</b>	<ol style="list-style-type: none"> <li>1. Rapid Improvement Partner draft job description – returned after the meeting</li> <li>2. Draft Trust Day agenda</li> </ol>
	Beechfield School – BF      Cherry Tree School – CT      Laurance Haines School – LH LAB – Local Advisory Board

**Meeting started at 7.09pm**

No.	ITEM	Action
<b>1</b>	<b>Welcome and Introductions</b> – the meeting was quorate.	
<b>2</b>	<b>Apologies for absence and acceptance of those absences</b> Liz Leeman sent apologies and was consented	
<b>3</b>	<b>Declarations of Conflicts of Interest</b> – None	
<b>4</b>	<b>Notice of Any Other Business</b> – None	
<b>5</b>	<b>Minutes of the meeting held on 24<sup>th</sup> May 2018</b> Approved by Trustees and signed by the Chair	
<b>6</b>	<b>Matters Arising from the meeting 24<sup>th</sup> May 2018</b> – Trustee recruitment RJ has completed an advert for the Academy Ambassadors’ website requesting	

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and moving forward. As a result, and after consulting HCC's accounting assumptions the MAT has chosen to keep the income as fixed until there is further information available. There was a discussion about NFF implications.

SC and RJ review the income assumptions fully before the Trust Day

SC/RJ

Distributed at the meeting – 3-year budget first draft

18-19 changes and assumptions discussion:

Laurance Haines

- The Trustees reviewed the overall figures and SC explained that the 18-19 deficit needs to be reduced substantially. Expenditure has been trimmed so much over recent years that this will be through changes to staffing mainly.
- A post will be created for a business officer, 24 hours per week to backfill SC at LHS. They would be responsible for the day to day finance and this will allow for the removal of this aspect of the role from SC. The Trustees had a lengthy discussion around the office staff across the three schools and the long-term plan to make sure they are not a draw on SC's time and allow for a better work-life balance.
- The numbers on roll were explained to the Trustees and the possible changes in numbers due to housing development around LH which could mean the school is asked to take a bulge class class or even expand.

Beechfield

- There is a £164,144 deficit moving forward and this is mainly due to pupil numbers and a top heavy SLT.
- There has been an uptake in pupil numbers but this has not increased significantly as the school's reputation has improved.
- BF is the biggest risk to the trust as they have the lowest numbers of children. The Trust is working to improve the school's reputation and the facilities which are offered to children.
- SC will be reviewing the expenditure further to see if there are more areas for reduction.
- The changing demographic of the children in the school during the year was discussed and the impact on teacher's time and ensuring a high standard of education.
- Trustees asked that SC ensure the staffing costs balance with the number of children in school as it is not financially sustainable to continue with an imbalance.

Cherry Tree

- There is a £34,400 deficit in 19-20

SC

Overall Trustees comments:

- A benchmarking exercise needs to take place for the next meeting. SC will complete
- The top slice is increasing over the years and the MAT needs to consider the implications of this to ensure we appeal to new schools joining the MAT.
- The Trust needs to make sure there is a fourth school as soon as possible so that there are shared costs. This will be a large part of the discussion at the next Trust Day to ensure there is a clear plan in place.
- SC met with HfL who explained the staff restructure process. SC wants to work towards parity across the three schools. It will take 12 months to complete. The Trustees would like to avoid redundancy moving forward where possible to ensure there are no additional costs.

Trust day agenda

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	<ul style="list-style-type: none"> <li>• The IMAT will need to ensure they are managing sickness realistically against the business need of ensuring a good education for all children on a limited budget.</li> <li>• Trustees were concerned about the workload for SC and how this could be managed. SC explained that there is an upskilling of staff taking place so that next year the administrative staff have a thorough understanding of each school's finances. The Finance officer in each school will support this role and allow SC and JH to move to a more strategic role.</li> <li>• Trustees discussed the short-term requirements of the office staff and approved the business officer role being advertised as soon as possible for Laurance Haines to support SC in her role. RJ will put the advert on Linked In.</li> </ul> <p>Finalised figures will be sent to the Trustees by the 6<sup>th</sup> July 2018 by SC.</p>	<p>SC/ RJ</p> <p>SC</p>
<p>9</p>	<p><b>ESFA Financial Notice to improve</b> – distributed prior to the meeting Key lessons were discussed and noted.</p>	
<p>10</p>	<p><b>MAT Development Grant update</b></p> <p>The MAT development grant has been received and is a one-off payment which can be applied for every year. The grant was applied for to support the rapid improvement across the schools and the roles listed below support this rapid improvement.</p> <p><u>Deputy Headteacher (DHT)/ Rapid improvement role at CT:</u> JR updated Trustees on the staff movement within the MAT which has taken place since the last meeting and explained the consulting of existing staff to ensure the best candidate has been allocated a role to support rapid improvement at CT school. The DHT from BF has been appointed to CT as he has a proven track record of rapid improvement from Beechfield school. The additional duties alongside being the DHT will be allocated £6,500 from the MAT development fund for one year. The role also includes an expectation that the Erasmus project will be part of his management requirements.</p> <p>The DHT has been made aware that this is a one-year payment and that the MAT moving forward wishes to harmonise staffing across the three schools. However, if another school joins the MAT this candidate would be qualified to support the transition and ensure the new school is working to the MAT's high standards. The role will also allow for the current CT HT to delegate areas of work for management.</p> <p>JR has visited CT and explained the movement in staff within the MAT and the reasoning behind this. Trustees questioned whether the role should have been advertised and SC explained she has checked with HR and that they did not need to advertise as the candidate's skills met the needs of CT exactly.</p> <p>Trustees approved the candidate taking the role as they have the necessary skill set to complete the specific role required of rapid improvement and meeting the children's educational needs.</p> <p>JR will come in to meet with the SLT on Tuesday to explain the change further.</p> <p><u>Rapid improvement partner 2018/19 – job description distributed at the meeting</u> The MAT needs a role to support the SEN in all the schools due to movement of SLT within the MAT.</p> <p><u>Amendment to job description requested:</u> Change managing 'school budget' to 'managing a budget in the school'</p>	<p>JR</p>

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	<p>Each school would have 1.5 days from this person. The role would be advertised internally initially and this would mean a permanent contract rather than a years' fixed contract. There are several members of staff in post who could potentially successfully fill this role.</p> <p>The Trustees discussed what would happen if there is not a suitable applicant in school recruitment. The schools do have trained SENCo's who could take on the role if necessary in the short term.</p> <p><u>Rapid improvement Administrative role</u> Each school would have 1 day per week and there would be overlap between time spent in each school with the Rapid Improvement Partner.</p> <p>The Rapid Improvement partner will support the appointment of the admin role and so would be recruited once the Rapid improvement partner is appointed.</p> <p>This structure has the potential to support a fourth school.</p> <p>Trustees approved the roles and felt they were the best way to support the schools to provide the best educational opportunities to children within the MAT.</p>	SC
11	<p><b>Staffing update</b> – covered under item 10</p> <p>The Trust will be supported by Nurture UK, for all schools in the trust to achieve their National school award. This would make the Trust the first one to achieve this award in the UK. Trustees felt this was a positive move for the MAT.</p>	
	<p><b>GDPR Update</b></p> <ul style="list-style-type: none"> <li>• <u>Training</u> has been delivered at CT and booked in at the other two schools with SC. The GDPR compliance training handouts were distributed to Trustees prior to the meeting.</li> <li>• <u>Privacy notices</u> were distributed prior to the meeting and trustees were asked to email comments to SC and AC was delegated authority for final approval.</li> <li>• <u>Data Protection Officer Email address</u> – management over the holidays to be discussed by SC and AC.</li> <li>• <u>Data Protection Policy</u> – once ready in draft form this will come to Trustees to approve</li> </ul>	SC/AC
12	<p><b>Work plans and agenda items for the coming year including next year's clerking diary</b></p> <ul style="list-style-type: none"> <li>• Dates were reviewed and put in place for next year. The agenda items for Trust members and LAB will be reviewed before September.</li> <li>• The updated Academies Financial Handbook 2018/19 was distributed to Trustees alongside information regarding changes and updates.</li> </ul>	
13	<p><b>Policies including Policy tracker</b></p> <p>Lettings – this will be approved via email in September</p> <p>E safety and Data Security – carried forward to the meeting on the 13<sup>th</sup> September 2018</p> <p>Mental Health and Wellbeing – this will be approved via email in September</p>	Clerk (Agenda)
14	<b>Risk Register- Strategic and Reputation</b>	

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	<p>LL and SC reviewed the area prior to the meeting and the changes were incorporated into the version sent to Trustees. The main discussion was around the 'real risks' to the MAT in future. These were identified as:</p> <ul style="list-style-type: none"> <li>• Finance – strategic as there is doubt around the income from 2019/20 onwards</li> <li>• Pupil numbers BF</li> <li>• Capacity for JR and SC</li> </ul> <p>These have been updated on the register and comments will be brought to the next meeting. SC will add the colour letter so that they can be identified when printed in black and white.</p>	<b>SC</b>
<b>15</b>	<b>Schedule of Delegation- People</b> Comments to be sent through governor hub by the 5 <sup>th</sup> July 2018	<b>All Trustees</b>
<b>15</b>	<b>Dates for 2018/19 to finalise</b> - see below	
<b>16</b>	<b>Any other Business</b> – None	
<b>17</b>	<b>Date of next Meeting:</b> Trustees day – 12/07/18 10am at Beechfield School. The draft agenda was discussed with Trustees and the clerk will attend 1pm to 3pm to minute the full Trust meeting.	<b>All Trustees</b>
<b>18</b>	<b>Items to be taken to LAB</b> – None	

Meeting ended 9.23pm

**Dates for 2018/19:**

7pm	IMAT	Thursday 13/09/2018
7pm	Laurance Haines	Tuesday 18/09/2018
7pm	Cherry Tree 720 WD24 6ST	Wednesday 19/09/2018
7pm	Beechfield	Thursday 20/09/2018
7pm	IMAT	Thursday 25/10/2018
7pm	Laurance Haines	Tuesday 13/11/2018
7pm	Cherry Tree 720 WD24 6ST	Wednesday 14/11/2018
7pm	Beechfield	Thursday 15/11/2018
7pm	IMAT - AGM + FTB – clerk	Monday 10/12/2018
7pm	IMAT	Thursday 31/01/2019
7pm	Laurance Haines	Tuesday 12/02/2019
7pm	Cherry Tree 720 WD24 6ST	Wednesday 13/02/2019
7pm	Beechfield	Thursday 14/02/2019
7pm	IMAT	Thursday 21/03/2019
7pm	Laurance Haines	Tuesday 02/04/2019
7pm	Cherry Tree 720 WD24 6ST	Wednesday 03/04/2019
7pm	Beechfield	Thursday 04/04/2019
7pm	IMAT	Thursday 16/05/2019
7pm	Laurance Haines	Tuesday 04/06/2019
7pm	Cherry Tree 720 WD24 6ST	Wednesday 05/06/2019
7pm	Beechfield	Thursday 06/06/2019
7pm	IMAT	Thursday 27/06/2019
10am	IMAT - Governors day – No clerk	Thursday 11/07/2019
10am	IMAT - Trust day – No clerk	Wednesday 17/07/2019

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Approved for Signing

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