

INCLUSIVE | MULTI ACADEMY TRUST

Key actions and decisions from the Trustees meeting on the 5th December 2024 at 7pm online

No	ITEM	Actions
7	Minutes were approved as an accurate record of the meeting and will be signed by the Chair electronically via Governor Hub.	Chair
9	Trustees discussed the number of policies brought to the Board. The COO will review the policy list and make suggestions to identify policies which could be approved by Executive leaders. <u>Trustees approved policies for use. The policies will be updated on Governor Hub, the website and Every.</u>	COO COO/ Clerk
10	Trustee monitoring visits – key dates have been distributed and the Trustees were asked to notify the admin teams at the school if they would like to attend. Training and development - Trustees were reminded to complete their training via the National College <u>Future EDI training dates: 330-445 online</u> Thursday 12th December Cultural Intelligence Thursday 13th February Disrupting unconscious bias Thursday 27th March Psychological safety Thursday 15th May Challenging derogatory and non-inclusive language Thursday 3rd July Religion and beliefs in school There is also a recording available for - Cultivating a sense of belonging Board succession planning - Trustees discussed the possibility of limiting the number of terms for Trustees in the future. The Chair will review. Local school boards succession planning - Two of the chairs have indicated they may not be continuing in their role after this academic year and there needs to be support offered. The Chair and CEO will review next term.	All Trustees All Trustees All Trustees Chair Chair/ CEO
11	The Resource Committee will review how future works are considered to ensure there is available funds for strategic projects such as the digital strategy. The Committee will also review the CIF bids once further information is available. The COO, and CEO were delegated authority to approve the nursery capital improvement bids since referring to this in the meeting papers and associated release of capital from reserves in line with the Schedule of Delegation if necessary. Digital strategy - A digital working party was created including Anil, Tarlan, Seb and the CEO.	Resources Comm COO/ CEO Digital strategy working party
13	Trustees agreed the authority was there but asked the COO to clarify within the schedule of delegation for future reference and send the updated document via Governor Hub to be approved.	COO
14	Annual review of full Risk Register - Trustees agreed to continue with the current format and asked that the finance risk be reviewed.	COO



TRUSTEES MEETING MINUTES HELD on the 5th of December 2024 at 7pm online

	05.09.24	05.12.24	27.03.25	03.07.25
Morgan Bone (MB)	Present	Apologies		
Andrew Chappell (AC)	Present	Apologies		
Christine Cornwall (CC)	Present	Sabbatical		
Claire Edwards (CE)	Present	Attended		
Seb Gray (SG)	Apologies	Attended		
Stephen Kinsley (SK)	Apologies	Attended		
Elizabeth Leeman (Chair)	Present	Attended		
Tiann Madden (TiannM)	Present	Attended		
Tarlan Mammadov (TarlanM)	Present	Attended		
Sanjay Mazumder (SM)	Present	Attended		
Sally Newing (SN)	Present	Attended		
James Roach (CEO)	Present	Present		
Anil Sakaria (AS)	Present	Attended		
In attendance				
Sharon Carlyon (COO)	Present	Present		
Emma Lad (Clerk)	Present	Present		

Beechfield School – BFS

Cherry Tree School – CTS

Laurance Haines School – LHS

BFS Headteacher – Gillian Jackson

CTS Headteacher – Cheska Tyler

LHS Headteacher – Jo Ball

Trustee challenge is highlighted in red

Trustee actions are highlighted in italics

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

Meeting started 7.03pm

KEY:	Approval	Information	For feedback/questions	Action
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No	ITEM	Action
Procedural – 10 minutes		
1.	Welcome and introductions	
2.	Trustee AOB Session - Sharon, James to join afterwards CONFIDENTIAL ITEM – see part two minutes	



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	7.11pm James and Sharon joined the meeting.	
3.	<p>Apologies for absence and acceptance of those absences</p> <p>The meeting was quorate. Apologies were sent by Andrew Chappell.</p> <p>Christine Cornwall is on sabbatical at present.</p>	
4.	<p>Declarations of Conflicts of Interest</p> <p>There were no conflicts of interest declared with the agenda items.</p>	
5.	<p>Register of pecuniary business interest further to those recorded on Governor Hub</p> <p>Directors are reminded to withdraw from an agenda item if a declaration of interest occurs.</p> <p>There were no declarations of interest further to those recorded on Governor Hub.</p> <p>Tarlan has updated his pecuniary interest, however, they are not relevant at present and are not required to be updated on the website.</p>	
6.	<p>Notice of Any Other Business</p> <p>There was none requested at the beginning of the meeting.</p>	
7.	<p><u>Minutes of the meeting held on 5th September 2024 to be approved</u></p> <p><i>Minutes were approved as an accurate record of the meeting and will be signed by the Chair electronically via Governor Hub.</i></p>	Chair
8.	<p>Matters Arising from the meeting 5th September 2024</p> <p>All matters arising were agenda items or completed – see appendix A</p>	
Governance – 20 mins		
9.	<p><u>Policy Review</u> – dealt with after item 13</p> <p><i>Trustees discussed the number of policies brought to the Board. The COO will review the policy list and make suggestions to identify policies which could be approved by Executive leaders.</i></p> <p>Further comments will be sent by Trustees and updated by the COO</p> <ul style="list-style-type: none"> Diversity, Equity and Inclusion Plan and policy – this has been updated since the work with Diverse Educators. <p>T: Why is there a comment about part time workers in the policy? CEO: It is to ensure equity, but I can review where it should be in the policy. We have tried to broaden the scope of the policy.</p> <p><u><i>Trustees approved for use until December 2025. The policy will be updated on the website, Governor Hub and Every.</i></u></p>	COO



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	<ul style="list-style-type: none"> • Environmental Sustainability policy A climate action plan has been put in place. Trustees agreed this should be an Executive Leadership policy or guideline <u>Trustees approved for use until December 2025. The policy will be updated on the website, Governor Hub and Every.</u> • Relationships, Sex and Health Education policy <u>Trustees approved for use until June 2024. The policy will be updated on Governor Hub and Every.</u> • Safe use of AI policy <u>Trustees approved for use until December 2025. The policy will be updated on the website, Governor Hub and Every.</u> • Pay policy The pay policy was approved. Chair is reviewing Executive pay policy with COO. This is in hand and will be brought to next meeting. Trustees agreed that the two policies should be amalgamated for transparency. <u>Trustees approved for use until November 2025. The policy will be updated on Governor Hub and Every.</u> • Governance and policy update for Resources Committee 	COO/ Clerk
10.	<p>Governance – see supporting document</p> <ul style="list-style-type: none"> • Confirmation that board declarations are complete for 2024/25 – completed by all except Christine Cornwall who is on sabbatical. Christine was given a leave of absence prior to access to Governor Hub and statutory safeguarding training being completed. This will be reviewed in January 2025. • Statutory and guidance update – distributed via Governor Hub. • Trustee monitoring visits – key dates have been distributed and the Trustees were asked to notify the admin teams at the school if they would like to attend. • Training and development Trustees were reminded to complete their training via the National College • Further training opportunities Further to the extensive leadership training undertaken with Diverse Educators sessions are planned for all staff in 2024/25. Trustees and Governors are encouraged to also participate whenever feasible. <u>Future EDI training dates: 330-445 online</u> Thursday 12th December Cultural Intelligence Thursday 13th February Disrupting unconscious bias Thursday 27th March Psychological safety 	<p>All Trustees</p> <p>All Trustees</p>



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	<p><i>Thursday 15th May Challenging derogatory and non-inclusive language</i> <i>Thursday 3rd July Religion and beliefs in school</i></p> <p>There is also a recording available for - Cultivating a sense of belonging</p> <ul style="list-style-type: none"> • Board succession planning <i>Trustees discussed the possibility of limiting the number of terms for Trustees in the future. The Chair will review.</i> • Local school boards succession planning <i>Two of the chairs have indicated they may not be continuing in their role after this academic year and there needs to be support offered. The Chair and CEO will review next term.</i> • Feedback from SGC Chairs meeting <i>Covered under previous agenda items including the board succession planning item.</i> 	<p>All Trustees</p> <p>Chair</p> <p>Chair/ CEO</p>
Committee reports		
<p>11.</p>	<p>Resources Committee – update meetings 9.10.24 and 5.11.24 – discussed ahead of item 9 and 10</p> <ul style="list-style-type: none"> • Formal recommendation to members of Audited Accounts 2023/24 <i>The accounts reflected the year and showed continued agreed release of reserves and investment in the estate.</i> <p>There are no areas of concern and the Trust continues to be financially resilient.</p> <p>There were two minor points on the audit and the auditor commented on the minimal points in comparison to other Trusts. The Trustees thanked the team for all their hard work.</p> <p><u>Trustees approved and recommended the audited accounts to members.</u></p> <ul style="list-style-type: none"> • Reforecast Autumn Term 2024 <p>Key areas reforecast:</p> <ul style="list-style-type: none"> ○ Updates in salary increases - Government approved salary increases for both teaching and support staff ○ Release of reserves for estates works. <p><i>The Resource Committee will review how future works are considered to ensure there is available funds for strategic projects such as the digital strategy. The Committee will also review the CIF bids once further information is available. The CIF bids were not agreed previously as the Trust carried out a review of school identified projects and the finalising of statutory salary increments.</i></p> <ul style="list-style-type: none"> • Nursery capital building bids The DFE has released funds to support capital improvements or new bids for nursery buildings. LHS and CTS have created bids to extend their existing provision. The grant details were released with a quick turnaround time bids must be returned on a short timeline by the 19th of December 2024. Both bids would support SEND nursery 	<p>Resources Comm</p>



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	<p>provision as well as Early Years. The COO has requested a working party to review the bids before submission as the schools are asking for additional unbudgeted funds to be released from reserves of around £35,000.</p> <p>T: Do the schools have the space to update? COO: My concerns are around the staffing which would be required at CTS which they have not budgeted for.</p> <p><i>The COO, and CEO were delegated authority to approve the nursery capital improvement bids since referring to this in the meeting papers and associated release of capital from reserves in line with the Schedule of Delegation if necessary.</i></p> <ul style="list-style-type: none"> • CTS 3G MUGA CTS has been approached to install a 3D MUGA however the company have now withdrawn the offer to install as the site survey found the area to be too small. • Inclusive People Strategy Trustees thanked the COO for her work on this document. • Digital strategy <i>A digital working party was created including Anil, Tarlan, Seb and the CEO.</i> 	<p>COO/ CEO</p> <p>Digital strategy working party</p>
<p>12.</p>	<p>Education Committee – meeting 3/10/2024</p> <ul style="list-style-type: none"> • Attendance was reviewed and its importance for children • Sustainability continues to be a focus, and the schools have recently had a water summit which went very well. 	
<p>CEO update</p>		
<p>13.</p>	<p>Approve/ review trust Plan and priorities including:</p> <ul style="list-style-type: none"> • Growth considerations SM updated on the document which has been put together by the CEO and how this can support the Trust growth. The Trust is exploring the potential for merger with other Trusts and how this could work moving forward. Two companies have been approached to potentially support with the search process. The Growth working party will continue to investigate and fact find on this area. <p>T: What are the key milestones? SM: We will need to speak to the Companies initially to see whether this is possible and then we can review and put together milestones for moving forward. CEO: The new government have removed funding supporting Trust conversion. This will disincentivise maintained schools from converting.</p> <p>T: If we merge, are we aware of the implications for the Trust board and leadership? SM: It depends on the partner we have identified and how conversations progress.</p> <p>T: Is there a number which the government would like us to be at? COO: There are numbers like 3000 pupils, or 5 schools mentioned within the industry, but it depends on the mix of schools. Some local Diocese Trusts have a large number of schools but low numbers of children. We have not identified a particular number.</p> <p>T: It depends on context. With the move to have over 3000 pupils the Trust receives the School Condition Allocation (SCA) funding which can be more effective in Estates management.</p>	



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	<p>COO: We have received £6million in CIF bids and we would need to be clear there was an advantage. CEO: We will be pursuing all opportunities including speaking to these companies, but we need to be clear about who we are and what we can offer to schools.</p> <p>The COO explained there needs to be further clarity added to the schedule of delegation to make it clear whether the Executive Team can spend on projects from reserves such as the growth project and nursery capital investment bids T: You have the delegated limits of spend and so the decisions should be with you, and we can then review as part of the budget discussion at the Resources Committee.</p> <p><i>Trustees agreed the authority was there but asked the COO to clarify within the schedule of delegation for future reference and send the updated document via Governor Hub to be approved.</i></p> <ul style="list-style-type: none"> Holywell – progress and due diligence – SEE PART TWO CONFIDENTIAL MINUTES (PART B) <p>8.01pm Sally left the meeting.</p>	COO
Risk – 10 minutes		
14.	<p><u>Risk Register</u></p> <p><u>Annual review of full Risk Register</u></p> <ul style="list-style-type: none"> Resources Committee have reviewed and removed some risks. Educationally SEND continues to be a risk nationally and the Trust is supporting in any way it can. The trust has a very good reputation for SEND support. <p>T: Could we be given a summary document of the key risks and can we also look at why there are no financial risks included?</p> <p>COO: There is a summary tab so you can see the red risks and the rising risks. We had finance included but we have high levels of reserves, budgets that are balanced and there are no significant risks at present.</p> <p>T: There are residual risks which are inherent in our systems and so I would say that should always be included.</p> <p><i>Trustees agreed to continue with the current format and asked that the finance risk be reviewed.</i></p>	COO
15.	Date of next Meeting – see below	
16.	Any other Business - None requested at the beginning of the meeting.	
Meeting ended: 8.54pm		



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8. Matters arising from 05.09.24			Outcome/ response/ agenda item
1	<i>The COO and clerk will update Governor Hub, Companies House and the website once all safer recruitment checks have been completed.</i>	COO/ Clerk	Item 9
6	<i>The chair notified Trustees that she will be away for two months, and the vice chairs were asked and agreed to cover the Chair role during this time.</i>	Chair/ AC/ SM/ Clerk (Agenda)	Completed
8	<i>The Trustees will review the top slice/ recharge to schools further at the Resources meeting in September 2024.</i>	Resources Com	Completed
	<i>A financial costing for staffing to replace the Trust SENCo. To be reviewed in the Spring term 2025 at the Education and Resources Committee.</i>	CEO/COO/ Clerk	On-going
9	<i>T: Can we add to the training plan for the local boards for the next year</i>	CEO	Completed
	<i>Approved policies will be amended and uploaded to the relevant sites</i>	COO/ clerk	Completed
	<i>Tiann Madden and Sally Newing were appointed as Child Protection and Safeguarding Trustees</i>	TiannM/ SN	Completed
	<i>Suspensions and exclusions policy to be updated to reflect the changes. The CEO will update.</i>	CEO	Completed
	<i>Executive Pay - to be carried forward</i>	Chair/ Clerk	Completed Item 8
10	<ul style="list-style-type: none"> <i>The Chair, COO and clerk will complete a written resolution for Trustees and Members appointments to be approved by existing Members.</i> <i>Authority for approval of the annual accounts was delegated to the Vice chairs. The CEO and COO will review and update to reflect the last year and send to the Vice Chairs for final approval.</i> <i>Trustees were asked to update or complete the following areas on Governor Hub once notified by the clerk that they are ready for completion</i> <i>All Trustees were asked to complete the three mandatory training courses listed by half term.</i> 	Chair/ COO/ Clerk	Completed
		CEO/COO/ AC/ SM	Completed
		All Trustees	Completed
		All Trustees	Item 9



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	<ul style="list-style-type: none"> Confederation of School Trusts updates have been forwarded by the Chair ahead of the meeting. All Trustees have access to the CST - Trustees were asked to make the COO aware if they did not know how to log in. 	All Trustees	Completed						
11	The Trustees approved the processing of the teachers' pay award to a maximum of 5% as soon as the consultation period closes, and parliamentary approval given and assuming no changes.	COO	Completed						
12	Executive contingency planning - The Chair, Education committee Chair and Resources Committee Chair will further review the documentation online.	Chair/ AC/ MB	Completed						
15	CEO to review Trustee visits to schools with trustees and report back at the next meeting.	CEO	Item 9						
17	The new meeting date is	All Trustees	Completed						
	<table border="1"> <tr> <td>Monday</td> <td>25/11/2024</td> <td>Resources</td> <td>11.00</td> <td>13.00</td> <td>Beech House/Teams</td> </tr> </table>	Monday	25/11/2024	Resources	11.00	13.00	Beech House/Teams		
Monday	25/11/2024	Resources	11.00	13.00	Beech House/Teams				

8. Policies to be approved

<u>Document Title</u>	<u>Category</u>	<u>Valid Until</u>
<u>Autumn term</u>		
Executive Pay Policy	Trust Board	31/10/2023
Business Continuity Plan	Resources Committee	14/11/2024
Attendance Policy	Education committee	30/11/2024
Inclusion	Education committee	30/11/2024
Relationships, Sex and Health Education policy	Trust Board	30/11/2024
Environmental Sustainability Policy	Trust Board	13/12/2024
Social media Policy	Executive Leadership	20/12/2024



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Trust Social Media Guide	Executive Leadership	20/12/2024
Diversity, Equity, and Inclusion Policy and plan	Trust Board	31/12/2024
Safe use of Artificial Intelligence in primary schools Policy	Trust Board	31/12/2024
<u>Spring term</u>		
Behaviour Principles	Education committee	21/01/2025
Curriculum Principles	Education committee	21/01/2025
Mental Health and Wellbeing Policy	Executive Leadership	21/01/2025
Allegations of abuse against staff policy	Executive Leadership	31/01/2025
Online Safety Policy	Executive Leadership	31/01/2025
Administering Medicines Policy	Executive Leadership	31/03/2025
Budget Planning Guide	Executive Leadership	31/03/2025
Charging and Remissions Policy	Resources Committee	31/03/2025
Code of Conduct for Parents and Carers	Executive Leadership	31/03/2025
Pay Policy	Trust Board/Governance	31/03/2025
<u>Summer term</u>		
Bad Debt Policy	Executive Leadership	01/04/2025
Expenses Policy	Executive Leadership	31/05/2025
Menopause Guidance	Executive Leadership	30/06/2025



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17. Dates

AUTUMN 1			Start	Finish	Venue
Wednesday	29/01/2025	Chairs	10.00	11.30	Beech House
Wednesday	29/01/2025	AGM	18.00	19.00	Beech House/Teams
Wednesday	29/01/2025	Members	19.00	20.00	Teams -online
Tuesday	04/02/2025	Beechfield LGC	19.00	20.30	Teams -online
Wednesday	05/02/2025	Education	19.00	20.30	Beech House/Teams
Thursday	06/02/2025	Cherry Tree LGC	19.00	20.30	Cherry Tree School
Wednesday	12/02/2025	Laurance Haines LGC	19.00	21.00	Teams -online
SPRING 2			Start	Finish	Venue
Tuesday	4/03/2025	Trustee/Governor development	19.00	20.00	Teams -online
Wednesday	19/03/2025	Resources	11.00	13.00	Beech House/Teams
Thursday	27/03/2025	Trust Board	19.00	21.00	Beech House/Teams
SUMMER 1			Start	Finish	Venue
Thursday	01/05/2025	Education Committee	19.00	21.00	Beech House/Teams
SUMMER 2			Start	Finish	Venue



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Tuesday	03/06/2025	Trustee/Governor development	19.00	20.00	Teams -online
Wednesday	18/06/2025	Chairs	10.00	11.30	Beech House
Wednesday	18/06/2025	Members	19.00	20.00	Teams -online
Wednesday	25/06/2025	Resources	11.00	13.00	Beech House/Teams
Tuesday	01/07/2025	Beechfield LGC	10.00	3.00	Beechfield School
Wednesday	02/07/2025	Laurance Haines LGC	10.00	3.00	Laurance Haines School
Thursday	03/07/2025	Trust Board	19.00	21.00	Beech House/Teams
Friday	4/7/2025	Cherry Tree LGC	10.00	3.00	Cherry Tree School
AUTUMN 1 2025			Start	Finish	Venue
Friday	12/09/2025	Trust Governance Day including Trustee Board meeting	9.30	16.00	TBC

Trust action from Annual Planner

TRUST ACTION From [Academies Planning calendar](#)

- Autumn [school census](#) day, 3 October 2024
- Academies [land and buildings collection tool](#) online form available from 8 October 2024 until 12 November 2024
- Academies can begin consultation on admission arrangements for September 2026 from 1 October 2024 - academies must publicly consult for a minimum of 6 weeks by 31 January 2025 if they:
 - are proposing changes to their admission arrangements



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- have not consulted in the past 7 years
- Academies in scope submit estimated pupil numbers for the 2025 to 2026 academic year
- Academies must return the school census by 30 October 2024
- [Academies accounts return](#) online form available 5 November 2024
- Deadline for trusts to submit their 2023 to 2024 audited financial statements, auditor's management letter, annual summary internal scrutiny report and accounts submission coversheet by 31 December 2024
- Deadline for CIF bids

Discussion via Governor Hub ahead of the meeting:

James Roach about 23 hours ago
To be discussed under growth

Have a look at this:
[Growth considerations November.docx](#)

Sharon Carlyon about 24 hours ago
Have a look at this:
[Safe use of AI Policy.docx](#)

Sharon Carlyon 1 day ago
Have a look at this:
[Diversity and Inclusion policy and plan 2024 .docx](#)

Sharon Carlyon 1 day ago
Have a look at this:
[Governance and Policy update for Resources Committee.pdf](#)

Sharon Carlyon 2 days ago
Have a look at this:
[E24-0922 Condition Survey 28.11.24.pdf](#)

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A quick summary:

Holywell school is currently in a generally poor condition, and the external envelope is in urgent need of significant refurbishment works. Without immediate attention, the deteriorating condition may lead to further structural issues and additional long-term costs.

The Community Building is considered abandoned, the condition is not considered suitable or safe for surveying, the roof has large holes penetrating through the structure it was therefore deemed not safe to survey. This report notes that a Structural Engineers assessment is required to determine if the structure is safe

The Internal fabric of the Original Building is in mixed condition. There are some concerning elements which require further investigation, the lack of fire safety within the school needs to be reviewed by a Fire Engineer. The aesthetic appearance of the building is poor, the ceilings appear to be original to the school and multiple instances of water staining throughout the main school building. The toilets throughout the school need refurbishment. The Kitchen finishes need addressing, there appears to be a condition related issue with condensation which requires addressing to ensure that the hygienic surfaces are present.

The building's mechanical and water systems exhibit significant deficiencies, with several components either nearing the end of their service life or failing to meet regulatory compliance.

The school's electrical infrastructure is nearing the end of its economic service life and requires attention.

Financial summary

Category 1

£1.6m

Category 2

£965k

Category 3

£641K

Total 1-3

Total £3.3m

James Roach 2 days ago

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Have a look at this:
[November 24.xlsm](#)

Sharon Carlyon 2 days ago
Have a look at this:
[RSHE Policy 2024.docx](#)

Emma Lad 2 days ago
Hello all,

A reminder the documentation is here: [24.12.05](#) for the meeting this Thursday **5th December 2024 at 7pm at Beech House and via Zoom**

<https://us02web.zoom.us/j/84200885137?pwd=8DIfbwkPHvcEyxYkLAJPV8KQ0HPwso.1>

Meeting ID: 842 0088 5137

Passcode: 954675

Please let us know if you are unable to attend. Andrew has sent apologies

Thank you
Emma

Sharon Carlyon 2 days ago
Have a look at this:
[Key dates for Trustees 24 to 25 .xlsx](#)

This list includes key events within the schools calendars which trustees may wish to attend.

Sharon Carlyon 2 days ago
Hi everyone. We are hoping to minute at this weeks meeting that all board declarations are complete. If you haven't done so please can you finalise before the meeting. Many thanks



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Sharon Carlyon 2 days ago

Have a look at this:

[Succession planning for trust boards.pdf.docx](#)

Sharon Carlyon 2 days ago

Have a look at this:

[Environmental Sustainability Policy.docx](#)

Emma Lad 9 days ago

Hello all,

I have uploaded the agenda here: [24.12.05](#) for the meeting on the **5th December 2024 at 7pm at Beech House and via Zoom**

<https://us02web.zoom.us/j/84200885137?pwd=8DIfbwkPHvcEyxYkLAJPV8KQ0HPwso.1>

Meeting ID: 842 0088 5137

Passcode: 954675

Please let us know if you are unable to attend

Thank you

Emma

Andrew Chappell

Please accept my apologies - I am travelling for work at this time, and am unable to attend.

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