

INCLUSIVE | MULTI ACADEMY TRUST

Key actions and decisions from the Trustees meeting on the 27th March 2025 at 7pm online

No	ITEM	Actions
7	<i>The minutes were approved as an accurate record of the meeting and will be signed by the Chair via Governor Hub.</i>	Chair
9	<i>Holywell budget assumptions - Trustees discussed and felt that until there was more certainty it would not be prudent to include the Hollywell school figures. The COO will amend.</i>	COO
11	<i>A counter proposal of £1.5 million was suggested. In summary, whilst we will not specify exact expenditure at this time, £1.5m will cover all D1 and D2 elements plus a 30% contingency and leave £266k for CIF contributions for category C elements. We are most likely to enter a CIF bid for at least the roof in November. Barkers advising on the other priorities as we can apply for 2 projects. This was approved by Trustees and the COO will negotiate with Hertfordshire County Council.</i> <i>Further cost certainty and stipulations will be addressed by the COO and reported at the next meeting.</i>	COO Chair
12	Trustees requested the CEO review / clarify the following in the Trust plan <ul style="list-style-type: none"> • AI Enabling the workforce and allowing more flexibility for staff. • Outcomes for children • Use of the word 'Workforce' • That this is a longer-term strategic overview (update dates) <i>The CEO will action</i>	CEO
13	<u>Parent survey</u> - <i>The Trustees agreed the results were positive and there will be further review at the Education Committee.</i>	Clerk (Education agenda)
16	<u>Local school boards review</u> <i>Trustees had questions relating to the review outcomes and asked that the Executive Team review considering the following questions and report back at the next meeting:</i> <i>T: Are we addressing the problem of these three schools or a broader problem? Do we want to take on exclusion hearings? What do we want the voice of those boards to be?</i> <i>T: The Ofsted inspection at LHS highlighted the importance of the governor knowledge when answering Ofsted questions.</i> <i>T: The scheme of delegation needs to be reviewed, and we need to ensure the Trust board voice is heard and we hear the local governor's voice. Could we have a Trust board appointment panel to ensure governors are aligned to our values? We need to know what we want to achieve.</i> <i>T: Are we making the values clear with governors to ensure they are clear on how they should be communicating?</i>	Executive team



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TRUSTEES MEETING MINUTES HELD on the 27th of March 2025 at 7pm online

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

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 leave – moved to the end of the meeting.	
3.	Apologies for absence and acceptance of those absences	

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	<p>Apologies were sent by Claire, Sanjay and Anil.</p> <p>Claire will not renew her term of office due to work commitments after May 2025. The Trustees thanked her for her work for the Trust and at the Resources Committee in particular.</p>	
4.	<p>Declarations of Conflicts of Interest</p> <p>There were no conflicts of interest declared.</p>	
5.	<p>Review Pecuniary Interests</p> <p><i>In line with the Academy Trust Handbook 2024, the Register of Interests should include directorships, partnerships, employment, and family relationships that may present conflicts.</i></p> <p><i>All interests should be verbally declared, and the Board as a whole will assess risk of conflict and publish on Governorhub those they feel are relevant. Trustees must ensure ongoing accuracy and declare conflicts in meetings. If a conflict arises, they must withdraw from discussions and decisions. This ensures transparency, integrity, and compliance with governance requirements.</i></p> <p>There were no further pecuniary interests further to those listed on Governor Hub.</p>	
6.	<p>Notice of Any Other Business</p> <p>LHS Ofsted inspection.</p>	
7.	<p><u>Minutes of the meeting held on 5th December 2024 to be approved</u></p> <p><i>The minutes were approved as an accurate record of the meeting and will be signed by the Chair via Governor Hub.</i></p>	Chair
8.	<p>Matters Arising from the meeting 5th December 2024 – see supporting document</p>	
Committee reports		
9.	<p><u>Resources Committee – meeting 19.03.25</u></p> <ul style="list-style-type: none"> • <u>Update on the items discussed at the meeting</u> <ul style="list-style-type: none"> • Benchmarking allowed for a thorough discussion of Trust spending. • <u>Budget assumptions</u> <ul style="list-style-type: none"> • Holywell budget assumptions were recommended to be included from September 2025. <p><i>Trustees discussed and felt that until there was more certainty it would not be prudent to include the Hollywell school figures. These can be</i></p>	



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	<p><i>added when there is more certainty on the date the school will join the Trust if needed before budget approval. The COO will amend.</i></p> <ul style="list-style-type: none"> • Spring reforecast The budget is dependent on the unconfirmed teachers' pay, support staff pay and national insurance grant. The national insurance methodology is now available, and the Finance Manager is now calculating. 	COO
10.	<p>Education Committee – meeting 05.02.25</p> <p>The chair shared a presentation at the meeting which included an update on SEND pilot provisions, and the Schools BI package.</p> <p>Trustees questioned the areas included in the package and how it can be utilised to meet the analysis and reporting requirements of the Trust in the future. The CEO fed back on the development process taking place.</p>	
11.	<p>Growth working party</p> <ul style="list-style-type: none"> • Review of possible growth avenues The CEO updated on the possibilities within the local area. <p>T: How much time is it taking up of the Executive Team to support this area? CEO: There has been an increasing amount of time taken up. The purposeful targeting must take place, but it is not taking the Executive Team away from the schools already in the Trust. The Trust must grow to stay in line with the government directives. Chair: The Trust had to build its profile initially locally and in the sector. The results are now being seen. CEO: The HTs are actively supporting in this area as they are part of local groups and explaining the advantages of being in the Trust. The Trust is now part of discussions with the County Council. • Holywell update The COO expressed concerns about the financial risks associated with the Holywell school conversion, focusing on building issues. The County Council acknowledged the need for capital investment and offered £1.2 million for urgent repairs, (this figure would cover category D issues in the survey) leaving a gap for additional required repairs (those identified as Category C). The Trustees raised concerns about the accuracy of estimated figures for building works within the survey. COO advised that this was a professional judgement. Trustees questioned any likelihood of changes in government capital funding. The COO reassured that previous CIF bids were successful, and she felt that there was little likelihood of the CIF process changing significantly. <p>There was discussion about ensuring the County Council fund the necessary works and the need for legal advice on the stipulations attached to the funds. The potential impact of other schools joining the Trust and the associated risks were considered.</p> </p>	



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	<p><u>A counter proposal of £1.5 million was suggested. In summary, whilst we will not specify exact expenditure at this time, £1.5m will cover all D1 and D2 elements plus a 30% contingency and leave £266k for CIF contributions for category C elements. In reality, we are most likely to enter a CIF bid for at least the roof in November. Barkers advising on the other priorities as we can apply for 2 projects. This was approved by Trustees and the COO will negotiate with Hertfordshire County Council.</u></p> <p>Further cost certainty and stipulations will be addressed by the COO and reported at the next meeting.</p> <p>Additionally, there have been surveys for asbestos and other structural issues.</p> <p>The Chair will present terms of reference for the Growth working party in the next meeting.</p> <p>The COO clarified her role on the IEB for Holywell, which the DFE approved and explained there is no conflict of interest.</p>	<p>COO</p> <p>Chair</p>
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CEO update

<p>12.</p>	<p><u>Approve/ review trust Plan and priorities including:</u></p> <p>The CEO have a verbal update alongside the presentation distributed ahead of the meeting.</p> <div data-bbox="188 1099 831 1554" data-label="Image"> <p>The image is a grid titled "INCLUSIVE MAT PRIORITIES 24/25". It is organized into four rows and five columns. Each cell contains an icon and a brief description of a priority area. The rows are: <ul style="list-style-type: none"> INCLUSION (Celebrating Every Unique Contribution): Culture (Bold conversations, authentic inclusion), Diversity (Different voices, shared success), Dignity (Clear standards, strong response), Equity (Fair systems, measurable impact). PEOPLE (Enabling Every Staff to Thrive): Development (Nurturing talent, building your career), Wellbeing (You matter, your contribution counts), Workload (Enabling excellence in every role), Belonging (Everyone valued, every difference celebrated). DIGITAL (Enabling Digital Excellence for All): Infrastructure (Strong foundations, ambitious potential), Cybersecurity (Secure systems, protected data, safety for all), Education (Digital tools advancing teaching & learning), Communication (Systems designed, people connected). GROWTH (Strengthening Schools and Communities): Vision (Building strength, expanding excellence), Pathway (Strategic choices, sustainable growth), Trust (Proven success, ready for growth), Collaboration (Working together for genuine change). At the bottom of the grid, it says: "HAPPY CHILDREN LEARN • HAPPY STAFF THRIVE • HAPPY PEOPLE BUILD A COMMUNITY". </p> <ul style="list-style-type: none"> • Growth • Digital • People • Inclusion <p>Trustees requested the CEO review / clarify the following:</p> <ul style="list-style-type: none"> • All Enabling the workforce and allowing more flexibility for staff. • Outcomes for children • Use of the word 'Workforce' • That this is a longer-term strategic overview (update dates) </div>	
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	<i>The CEO will action</i>	CEO
13.	<p>Stakeholder engagement Parent survey</p> <p><i>The Trustees agreed the results were positive and there will be further review at the Education Committee.</i></p>	Clerk (Education Committee agenda)
Risk – 10 minutes		
14.	<p>Risk Register</p> <p><u>The risk register was approved by Trustees.</u></p>	
Governance – 20 mins		
15.	<p>Policy Review – see supporting document</p> <ul style="list-style-type: none"> Policy schedule review and delegation of policies agreement <u>Trustees approved the changes as presented in the schedule.</u> Trust board terms of reference 2025/26 The Chair explained it is best practice for Trustees and Governors not to complete more than two four-year terms. The Chair recommended this be included in the terms of reference alongside a caveat for a further year to be allowed to complete a project or due to a required skill set. <u>The Trustees approved the change in the terms of reference moving forward.</u> The change means that the Chair and Andrew Chappell would be at the end of their two terms at the end of this academic year. The Chair is planning on standing down at the end of the academic year and Sanjay has indicated he would be interested in taking on the role of chair. Trustees approved the extension of one year to allow for a smooth transition to the new chair. The COO will review the local boards terms of reference as part of the governance review taking place. The Trustees thanked the Chair for all her work for the board. 	
16.	<p>Governance</p> <ul style="list-style-type: none"> Local school boards review The COO has carried out a review to see whether the boards are meeting their required purpose. The outcomes were explained to Trustees. <i>Trustees had questions relating to the review outcomes and asked that the Executive Team review considering the following questions and report back at the next meeting:</i> 	



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	<p><i>T: Are we addressing the problem of these three schools or a broader problem? Do we want to take on exclusion hearings? What do we want the voice of those boards to be?</i></p> <p><i>T: The Ofsted inspection at LHS highlighted the importance of the governor knowledge when answering Ofsted questions.</i></p> <p><i>T: The scheme of delegation needs to be reviewed, and we need to ensure the Trust board voice is heard and we hear the local governor's voice. Could we have a Trust board appointment panel to ensure governors are aligned to our values? We need to know what we want to achieve.</i></p> <p><i>T: Are we making the values clear with governors to ensure they are clear on how they should be communicating?</i></p> <ul style="list-style-type: none"> • Accounting officer letter 	Executive team
17.	Date of next Meeting – see supporting document	
18.	<p>Items to be taken to Education Committee, Resources Committee or the Local Governing Committees from the meeting</p> <ul style="list-style-type: none"> • Education Committee - Parent survey 	
19.	<p>Any other Business</p> <p>LHS Ofsted inspection outcome – The CEO thanked everyone for their contributions and Trustees congratulated the school.</p>	
	Meeting ended: 8.57pm	



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8. Matters arising from 05.12.24			Outcome/ response/ agenda item
7	<i>Minutes were approved as an accurate record of the meeting and will be signed by the Chair electronically via Governor Hub.</i>	Chair	Completed
9	<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> <u><i>Trustees approved policies for use. The policies will be updated on Governor Hub, the website and Every.</i></u>	COO COO/ Clerk	Item 13
10	<i>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.</i> <i>Training and development - Trustees were reminded to complete their training via the National College</i> <u><i>Future EDI training dates: 330-445 online</i></u> <i>Thursday 12th December Cultural Intelligence</i> <i>Thursday 13th February Disrupting unconscious bias</i> <i>Thursday 27th March Psychological safety</i> <i>Thursday 15th May Challenging derogatory and non-inclusive language</i> <i>Thursday 3rd July Religion and beliefs in school</i> <i>There is also a recording available for - Cultivating a sense of belonging</i> <i>Board succession planning - Trustees discussed the possibility of limiting the number of terms for Trustees in the future. The Chair will review.</i>	All Trustees All Trustees All Trustees Chair Chair/ CEO	On-going On-going On-going On-going On-going



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	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.		
11	<p>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.</p> <p>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.</p> <p>Digital strategy - A digital working party was created including Anil, Tarlan, Seb and the CEO.</p>	<p>Resources Comm</p> <p>COO/ CEO</p> <p>Digital strategy working party</p>	<p>Completed</p> <p>Completed</p> <p>On-going</p>
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	Completed
14	Annual review of full Risk Register - Trustees agreed to continue with the current format and asked that the finance risk be reviewed.	COO	Completed

15. Policies to be approved

<u>Document Title</u>	<u>Category</u>	<u>Valid Until</u>
<u>Spring term</u>		
Behaviour Principles	Education committee	21/01/2025



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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
Summer term		
Bad Debt Policy	Executive Leadership	01/04/2025
Expenses Policy	Executive Leadership	31/05/2025
Menopause Guidance	Executive Leadership	30/06/2025

17. Dates

SUMMER 1			Start	Finish	Venue
Thursday	01/05/2025	Education Committee	19.00	21.00	Beech House/Teams
SUMMER 2			Start	Finish	Venue
Tuesday	03/06/2025	Trustee/Governor development	19.00	20.00	Teams -online



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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

- [Academies accounts return](#) submission deadline 28 January 2025
- Spring [school census](#) day - 16 January 2025
- Trusts publish their 2023 to 2024 audited financial statements on their website by 31 January 2025
- Academies expecting high needs place funding in 2024 to 2025 academic year to check place change published outcomes for use in funding allocations
- Complete consultation on admission arrangements for September 2026 (if required) by 31 January 2025
- Academies must submit their spring census return by 12 February 2025
- Academies must agree their admission arrangements for entry in September 2026 by 28 February 2025
- Academies must publish their admission appeals timetable for 2025 on their website by 28 February 2025
- Academies must publish their admission arrangements for entry in September 2026 on their website and send a copy to their local authority by 15 March 2025
- Deadline for trusts to complete and submit the [school resource management self-assessment checklist](#) (date not yet published)



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