

INCLUSIVE | MULTI ACADEMY TRUST

	Key actions and decisions from the Trustees meeting on the 3 rd July 2025	Action
7	The minutes - the chair will sign via Governor Hub.	Chair
9	CTS playground equipment - The Trustees approved the spending for the project. The COO will make the HT aware. The Trustees asked that in future decisions around staffing be made by the Executive Team as they are operational. The COO will update the scheme of delegation.	COO COO
10	Trustees asked that there be a future discussion around the reserves and the strategic plans for spending including more exciting projects for the community. This conversation will need to take place after the condition surveys and agreement of the Digital strategy. <u>The Trustees approved the budget and the BFRO submission was delegated to the COO to complete and submit.</u>	COO/ CEO/ Clerk (agenda) COO
11	The teachers have been awarded a 4% pay increase supported by a grant from the DFE. The Trustees agreed the pay award and confirmed that if the national award is being accepted it should be taken as accepted and come to Trustees to note the change in future. The COO will update the relevant areas of the scheme of delegation.	COO
16	T: Could we be speaking to the HT's about what the top 10 risks are as it could bring a different set of risks from the Executive Team? CEO: I will review whether it can take place at one of our meetings and feedback. T: Holywell has not been included, should it be? COO: It is covered under the strategic risks of expansion. There is a diligence document which does cover all the risks associated. CEO: I will review and see if it can be added as a high risk.	CEO CEO
17	The trustees approved the policies for use and the clerk/ COO will update on Governor Hub and website. Liz, Sanjay, Morgan and Stephen will meet to review in the Autumn term. The COO and Stephen will review the Governance Framework and report back next meeting.	Clerk/ COO Executive Pay working group COO/ Stephen
18	The COO will oversee documentation clarifying the roles and responsibilities to be sent to the local boards for the Autumn term. Holywell currently has an IEB in place which will be disbanded when the school converts. The COO will review. The COO and clerk will review the process for appointing the Chair with the DFE.	COO COO COO/Clerk
19	Clerk to send a reminder of the next meeting date: 12 th September all day.	All governors/ Clerk
21	Skills audit – The Trustees agreed to the use of the NGA survey with some additional questions.	CEO/ Clerk



INCLUSIVE | MULTI ACADEMY TRUST

TRUSTEES MEETING MINUTES HELD on the 3rd July 2025 at 7pm at Beech House and online

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

		Action
1.	<p>Welcome and introductions</p> <p>Thank you to Liz for all her work as a chair which has supported the Inclusive MAT's development. Andrew is chairing the meeting in Liz's absence.</p> <p>Tarlan is stepping down due to work commitments.</p> <p>The Trust has won an EDI award, and governors congratulated the school and Trust for all their work.</p>	



INCLUSIVE | MULTI ACADEMY TRUST

	Trustees approved the use of AI recording for the meeting. The clerk checked with Trustees as they joined the meeting if they were happy with the use.	
2.	<p>Trustee AOB Session - Sharon, James to leave</p> <p>7.06pm James and Sharon left the meeting.</p> <p>There was nothing to raise at present.</p> <p>7.07pm James and Sharon rejoined the meeting.</p>	
3.	<p>Apologies for absence and acceptance of those absences</p> <p>Apologies from Liz, Sally and Tiann. Christine, Tarlan, and Anil were absent from the meeting.</p>	
4.	<p>Declarations of Conflicts of Interest</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>Nothing further to report.</p>	
5.	<p>Review Pecuniary Interests</p> <p>Nothing further to report</p>	
6.	<p>Notice of Any Other Business</p> <p>Nothing requested.</p>	
7.	<p><u>Minutes of the meeting held on 27th March 2025/ 29th April 2025 to be approved</u> <i>The minutes were approved as an accurate record of the meeting and the chair will sign via Governor Hub.</i></p>	Chair
8.	<p>Matters Arising from the meeting 27th March 2025/ 29th April 2025</p> <p>All matters arising were completed or agenda items– see supporting document</p>	
9.	<p>Resources Committee – <u>meeting 25.06.25</u></p> <p>Verbal update from the COO against the minutes from the meeting.</p>	



INCLUSIVE | MULTI ACADEMY TRUST

	<p>Trustees praised the surplus budget which is unusual in the sector. There is close monitoring of the KPI's and the HTs understand their budgets leading to better financial controls.</p> <p>T: The Trust is generously above the 5% reserves target which we have set. Is that right?</p> <p>COO: Reserves were previously held at 14% but over time this has been reduced with projects such as estates improvements and SEND. The reserves are reducing over time. We are anticipating these will continue to reduce over time.</p> <p>CEO: The Digital project will require funding in infrastructure.</p> <p>COO: The Trust is working with IMP, and we will be reviewing structure and ensuring we are managing for long term spending.</p> <p><i>Trustees asked that there be a future discussion around the reserves and the strategic plans for spending including more exciting projects for the community. This conversation will need to take place after the condition surveys and agreement of the Digital strategy.</i></p> <p><u>The Trustees approved the budget and the BFRO submission was delegated to the COO to complete and submit.</u></p>	<p>COO/ CEO/ Clerk (agenda)</p> <p>COO</p>
11.	<p>Approve staff pay award</p> <p><i>The teachers have been awarded a 4% pay increase supported by a grant from the DFE. The Trustees agreed the pay award and confirmed that if the national award is being accepted it should be taken as accepted and come to Trustees to note the change in future. The COO will update the relevant areas of the scheme of delegation.</i></p>	<p>COO</p>
12.	<p>Education Committee – meeting 01.05.25</p> <p>The Chair updated at item 9.</p> <ul style="list-style-type: none"> • There has been a recent visit to Holywell school by the Chair of the Education Committee, and he gave an update on the improvements which are being put in place in all areas including safeguarding, education and staffing. • There was discussion around the retirement of Lizzie Butler and the new SENCo structure across the schools • SchoolsBi was reviewed. • Discussion around curriculum harmonisation and the benefits/ challenges of the schools all having the same curriculum. 	
13.	<p>Growth working party</p> <p>Holywell update</p> <ul style="list-style-type: none"> • The COO updated on the process and the conversion date is likely to be the 1st October 2025. • The name will be changed to Willow Tree Primary after consultation. • The school community is looking forward to working with the Trust. • As the Trust supports there are financial inconsistencies appearing in the budget monitoring process. The finance administrator is currently on long term sick. The Trust team is working through a backlog. We should have a clearer 	



	<p>understanding by Period 3 monitoring and as we approach conversion. Any significant risk will be raised to the Board.</p> <ul style="list-style-type: none"> • All three schools have contributed time to support and the newly appointed HT and AHT have both worked in the Trust. • The grounds and the opportunity that presents need to be considered. LHS will be completing their sports day at the school. • Further growth opportunities were discussed and the HT at CTS's support in the growth of awareness of the Trust and its opportunities. 	
<p>14.</p>	<p>Review trust Plan and priorities including:</p> <ul style="list-style-type: none"> • Growth • Digital • People • Inclusion <p>Amendments have been made in line with Trustee recommendations.</p> <ul style="list-style-type: none"> ▪ Key successes have been included. ▪ The SEND project has worked very well, and the Trust has been asked to present to the wider community in Hertfordshire. ▪ DEI training has been delivered, and the Executive team are reviewing the next steps. <p>T: Was there any feedback on the DEI training and approach from the school community?</p> <p>CEO: The Edurio survey results have improved for DEI which has been fantastic. The legal element of the definition of Trans has led to an update to the curriculum. The Trust has created brave and safe spaces which impact.</p> <ul style="list-style-type: none"> ▪ Inclusive leaders – the COO updated on the values and workforce development plan. ▪ Staff development pathways – The CEO explained the feedback from staff exit interviews. A key step for next academic year is ensuring all staff are aware of all positions which are available across the schools. <p>Tarlan and Anil have supported with the digital strategy. RM have won the contract, and the transition will take place in September 2025.</p> <p>Cybersecurity continues to be a concern, and the Trust is ensuring all guidance is followed.</p> <p>The Trust is working with Magma maths, and it is supporting assessment and education.</p> <p>Formal collaborations are taking place.</p> <p>Trustees congratulated the Trust on the key achievements this year.</p> <p>T: Using AI to reduce workload can increase the workload. It does add to the workload in the short term and there is a learning curve. The savings will take some time.</p>	



INCLUSIVE | MULTI ACADEMY TRUST

	CEO: There are wonderful things happening with digital improvements. However, we must be mindful of the speed in which they are happening. Our digital priorities are looking to address this	
15.	<p>Stakeholder engagement</p> <p>Staff survey – discussed at the Education Committee There was a high response rate, and the responses are above national average in all areas. The internal data shows that the People Strategy is having a positive effect on recruitment and diversity.</p> <p>The Trustees discussed whether they should be more present in the schools to show the diversity of the leadership of the Trust. This will be reviewed further in the Autumn term.</p>	
16.	<p>Risk Register</p> <p>Reviewed by the Resources Committee.</p> <p><i>T: Could we be speaking to the HT's about what the top 10 risks are as it could bring a different set of risks from the Executive Team?</i> CEO: I will review whether it can take place at one of our meetings and feedback.</p> <p><i>T: Holywell has not been included, should it be?</i> COO: It is covered under the strategic risks of expansion. There is a diligence document which does cover all the risks associated. CEO: I will review and see if it can be added as a high risk.</p>	<p>CEO</p> <p>CEO</p>
17.	<p>Policy Review</p> <p>The trustees approved the following for use and the clerk/ COO will update on Governor Hub and websites:</p> <ul style="list-style-type: none"> Trust Board Terms of Reference 2025/26 Resources Committee Terms of Reference Education Committee Terms of Reference Governance Framework Executive Pay policy <p>The Executive pay is defensible in line with the Academies Trust handbook.</p> <p><i>T: There is automatic pay progression for all other staff. Why is that not included for the Executive Team?</i> COO: Currently, the CEO and COO are on spot rates. It can be updated to be automatic if there was a range in place. Pay arrangements differ for the Executive team given differences in Burgundy Book and Green Book T&Cs. The policy was approved for a further 12months, but Trustees felt that this needed further review</p> <p>Liz, Sanjay, Morgan and Stephen will meet to review in the Autumn term.</p>	<p>Clerk/ COO</p> <p>Executive Pay working group</p>



INCLUSIVE | MULTI ACADEMY TRUST

	<p>The COO and Stephen will review the Governance Framework and report back next meeting.</p> <p>8.36pm Seb left the meeting.</p>	<p>COO/ Stephen</p>
18.	<p>Governance</p> <ul style="list-style-type: none"> • Local school boards review <ul style="list-style-type: none"> ○ After a review of local governance with the Chairs of all boards the constitution of the local boards will be reduced. There will be a minimum of five governors plus the HT and one staff member. The local boards will be responsible for curriculum recommendations and community engagement alongside complaints and exclusions. <p><i>The COO will oversee documentation clarifying the roles and responsibilities to be sent to the local boards for the Autumn term.</i></p> ○ Trustees approved the removal of one of the local board members as safeguarding training has not been completed this year. ○ <i>Holywell currently has an IEB in place which will be disbanded when the school converts. Trustees discussed how to address local governance upon conversion. Given the risk surrounding the new school, Trustees felt that our local governing committee model would not provide sufficient scrutiny. It was agreed a transition board would be better for the academic year 2025/26. The COO will review.</i> • Board succession planning Appointment of Chair for September 2025 – Sanjay Mazumder <p>Trustees approved Sanjay Mazumder as the Chair from the 1st September 2025.</p> <p><i>The COO and clerk will review the process for appointing the Chair with the DFE.</i></p> <p>The vice chair will be appointed in September; Andrew Chappell is happy to continue in the role.</p> • Feedback from SGC Chairs meeting <p>The Chair at CTS is standing down and the local board will be asked to appoint a new chair from September.</p> <p>The Trustees thanked Tarlan for his work for the board and wished him well in the future.</p> <p>8.58pm Tarlan left the meeting.</p> 	<p>COO</p> <p>COO</p> <p>COO/Clerk</p>
19.	<p>Date of next Meeting</p> <p>Clerk to send a reminder of the next meeting date: 12th September all day.</p>	<p>All governors/ Clerk</p>



INCLUSIVE | MULTI ACADEMY TRUST

20.	Items to be taken to Education Committee, Resources Committee or the Local Governing Committees from the meeting - none	
21.	<p>Any other Business</p> <p><i>Skills audit – The Trustees agreed to the use of the NGA survey with some additional questions. The questions will be sent to the clerk to update and sent as a link on an excel document. This will support the recruitment for the vacancies. There are 10 Trustees in place, but the board does allow for three trustee appointed places.</i></p> <p>The Trustees were thanked for their work this year and wished a good summer.</p>	CEO/ Clerk
	Meeting ended: 9.04pm	



INCLUSIVE | MULTI ACADEMY TRUST

8. Matters arising from 27.03.25			Outcome/ response/ agenda item
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	Completed
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	Item 11
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>	COO	Item 9
	<i>Further cost certainty and stipulations will be addressed by the COO and reported at the next meeting.</i>	Chair	Item 9
12	<i>Trustees requested the CEO review / clarify the following in the Trust plan The CEO will action 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>	CEO	Completed
13	<i>Parent survey - The Trustees agreed the results were positive and there will be further review at the Education Committee.</i>	Clerk (Education agenda)	Completed
16	<i>Local school boards review 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>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>	Executive team	Item 16



INCLUSIVE | MULTI ACADEMY TRUST

T: Are we making the values clear with governors to ensure they are clear on how they should be communicating?

17. Policies to be approved		
Document Title	Category	Valid Until
Accounting Policy	Resources Committee	30.06.25
Complaints Policy	Education committee	30.06.25
Executive Pay Policy	Trust Board	31.10.23
Expenses Policy	Executive Leadership	31.05.25
Managing Aggressive Adults	Executive Leadership	24.07.25
Menopause Guidance	Executive Leadership	30.06.25
Parent and Staff Governors Election Guidance	Executive Leadership	26.07.25
Staff Induction	Executive Leadership	30.06.25

19. Dates			
Inclusive MAT Trust Governance Day including Trustee meeting	12/09/2025	Friday	all day
Inclusive MAT Education committee	07/10/2025	Tuesday	7pm
Inclusive MAT Resources Committee	15/10/2025	Wednesday	11am
Inclusive MAT Resources Committee	26/11/2025	Wednesday	11am



INCLUSIVE | MULTI ACADEMY TRUST

Inclusive MAT Trust board	04/12/2025	Thursday	7pm
Inclusive MAT AGM (online)	29/01/2026	Thursday	6pm
Inclusive MAT Education Committee	10/02/2026	Tuesday	7pm
Inclusive MAT Resources Committee	11/03/2026	Wednesday	11am
Inclusive MAT Trust board	23/04/2026	Thursday	7pm
Inclusive MAT Education Committee	09/06/2026	Tuesday	7pm
Inclusive MAT Resources Committee	24/06/2026	Wednesday	11am
Inclusive MAT Trust board	16/07/2026	Thursday	7pm

