

TRUSTEES MEETING

HELD AT LAURANCE HAINES SCHOOL ON Thursday 25th October 2018 at 7:00pm

ATTENDEES	JAMES ROACH (JR) – CEO & Trustee ANDREW CHAPPELL (AC) - Trustee RICHARD JONES (RJ) – Trustee & Chair JESSIE BRUCE (JB) – Trustee LIZ LEEMAN (LL) – Vice-Chair - Trustee
APOLOGIES	BECKY BLACKSTAFFE (BB) – Member and Trustee
IN ATTENDANCE	SHARON CARLYON (SC) – Company secretary, COO, CFO Jo Hart (JH) – Finance manager (Left at 7.58pm) Emma Lad – Clerk
DOCUMENTS CIRCULATED PRIOR TO THE MEETING	<ol style="list-style-type: none"> 1. IMAT Agenda 25.10.18 2. IMAT minutes 25.10.18 3. IMAT Annual planner 2018-19 4. IMAT plan 2018 – 19 5. August management accounts for each school 6. Internal audit report 7. Trustee finance questions 8. CEO report to Trustees 9. Risk register review 10. Valuation 20.8.18 11. Valuation 18.9.18 12. Policies <ol style="list-style-type: none"> I. Child protection II. Capability procedure and policy III. Health and attendance policy IV. Harassment and bullying policy V. Discipline procedure VI. Grievance Procedure VII. Probationary procedure VIII. Children Looked After and Inclusion policy 13. Code of conduct 14. Child protection policy agreement
Distributed at the meeting	1.
	Beechfield School – BF Cherry Tree School – CT Laurance Haines School – LH LGB – Local Governing Board

Meeting started at 7.02pm

No.	ITEM	ACTION
1	Welcome and Introductions The meeting was quorate	
2	Apologies for absence and acceptance of those absences Becky Blackstaffe sent apologies due to circumstance at home and the apologies were accepted.	

Signed (Chair):

Date:

3	Declarations of Conflicts of Interest - None													
4	Notice of Any Other Business – DPO update													
5	Minutes of the meeting held on 13th September 2018 Minutes were approved by Trustees and signed by the chair at the meeting													
6	<p>Matters Arising from the meeting 13th September 2018</p> <p>Item 6: Academy Ambassadors' website UPDATE: Trustees discussed the challenge of recruiting suitable applicants and this will be a key area of focus for the senior leadership team alongside trustees.</p> <p>The advert has been completed and there have been two calls with the Academy ambassador team. The big challenge is being clear around the interview process. The members need to be appointing the Trustees and so we need to make sure that they are able to be part of the process. JR is approaching possible trustees with an education background.</p> <p>Standing agenda item – Trustee recruitment</p> <p>Item 13: Trustees Pupil council UPDATE: There have been assemblies with two of the Trust schools. There will be one child from each year group 3-6 and they will have a strategic view of making learning fun in the three schools. JR will report back further at the next meeting</p>	<p>Clerk (Agenda: Standing item)</p> <p>JR</p>												
7	<p>Matters Arising from LGCs</p> <p>Approval of Chairs and vice-chairs:</p> <table border="0" data-bbox="159 929 718 1052"> <tr> <td></td> <td>Chair</td> <td>Vice chair</td> </tr> <tr> <td>LHS</td> <td>Bill Grimwood</td> <td>TBC</td> </tr> <tr> <td>CTS</td> <td>Andrew Chappell</td> <td>Barry Fitch</td> </tr> <tr> <td>BFS</td> <td>Lesly Adams</td> <td>TBC</td> </tr> </table> <p><u>The trustees ratified the recommendations from LGC's.</u></p> <p><u>LHS:</u> Item 8: Governors discussed their representation at Trust level and felt that CTS may be overly represented at present. Governors would like Trustees to consider whether there could be a representative from LHS on the Trust board. <u>RESPONSE:</u> JB is representing the HT's at the meeting rather than representing CTS. JR commented on recent training at the MAT Summit where there were numerous discussions regarding Trust make up – Current guidance is that all Trustees should have a Trust only role and not sit on individual school Governing Boards. In addition, Trustees should not be paid employees of the Trust/schools, with some Trusts no longer having the CEO on the Board. These changes have been introduced since we moved to a three school Trust and will need to be considered should the Trust look to expand and take on another school.</p> <p>Item 15.2: Attendance has fallen below the 95% despite of all the work completed by the SLT. The school is working with the attendance officer. This should be identified as a risk to the Trust. Governors discussed the processes in place and the continued need to innovate in this area. <u>RESPONSE:</u> All three schools are below national average levels for attendance. Attendance is an item on the risk register</p> <p><u>CTS:</u> 20.1: <u>CEO report - The governors requested the following amendments:</u></p> <ul style="list-style-type: none"> • Figures in percentages • Overall numbers of places at the school listed • Change 'persistent attendance rate' to 'persistent absence rate' • Bradford rating for staff attendance <p>Governors discussed whether there should be additional information around the spending of pupil premium money and the impact that it is having on the children's learning. <u>RESPONSE:</u> Updated the document</p>		Chair	Vice chair	LHS	Bill Grimwood	TBC	CTS	Andrew Chappell	Barry Fitch	BFS	Lesly Adams	TBC	
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Signed (Chair):

Date:

	<p>20.2: Risk Dropping rates of Pupil premium children <u>RESPONSE</u>: Already part of the risk register</p> <p>Succession planning <u>RESPONSE</u>: To be added to the risk register</p> <p>20.3 Child protection policy <u>RESPONSE</u>: Amendments made and approved by Trustees</p> <p><u>BFS</u>:</p> <ul style="list-style-type: none"> A governor was unhappy about the schedule of delegation as there was no tick to delegate authority to the LGC to initially nominate a chair and vice-chair for approval by the Trust board. The clerk did try to reassure the governor that this was an oversight and that she would ask the Trust board to review at the next meeting but he felt this was not suitable. The clerk will bring this issue to the next Trust Board. <p><u>RESPONSE</u>: Communication has taken place and the Trustees have made the relevant changes to the document which is now complete.</p> <ul style="list-style-type: none"> The IMAT Child Protection policy was reviewed at the meeting and items specific to Beechfield were completed. The clerk will forward to the Trust for approval <p><u>RESPONSE</u>: Updated</p> <p>Additional items were uploaded to governor hub by James Brown and have been reviewed by SC and JR. The recommendations from that document will be explained at the meeting - completed</p>	
8	Trust membership and responsibilities update – covered previously	
9	<p>Approve Trust plan for 2018/19 IMAT Annual plan 2018 -19 and IMAT plan 2018 – 19 distributed prior to the meeting</p> <p>JR updated Trustees regarding the reasoning behind the plan format. T: How smart are the KPI's which are in place? JR: I can ensure responsibility and timescales are added to each item. T: Can target figures be put in place for the non-curriculum related items? JR: This is possible for some of them but for numbers of children in school any number added would be without sound reasoning. Trustees felt this item should be updated to ask for numbers to remain the same or improve. JR will make the updates necessary. A timeline may also be added to ensure the information is clear.</p> <p>Trustees approved the format and KPI's</p>	JR
10	<p>Finance Update <u>Review and approval of August management accounts – distributed prior to the meeting alongside Trustee Finance questions prior to the meeting (see below)</u> <u>Update on Year End accounts - distributed prior to the meeting</u></p> <p>T: Excluding depreciation, should I be concerned about the positive and negative? JH: We do not budget for depreciation. We purely look at revenue and then consider depreciation as part of the capital stream.</p> <p>LHS had a £46,000 surplus, CT had a £2000 loss, BFS had £3000 surplus. Overall the trust is better off than it was at the end of July ignoring depreciation.</p> <p>T: How do we know the cash flow is OK? SC: The cash flow has been reviewed and an initial analysis has been completed and there are no initial concerns. Trustees agreed at the last meeting it was not a priority to have a report at this meeting as year-end is the priority which needs to be submitted by 31st December. The audit is taking place the w/c the 5th November, once this is completed, we will have time to review both the budget and the cashflow forecast. The auditor will come in after half term and then we can present the cash</p>	

Signed (Chair):

Date:

flow at the next meeting as planned.

JH explained that the summary report had not been uploaded to governor hub and apologised it was not part of the documentation presented for the meeting.

T: Can the conversion figures be removed so we can see the run rate? JH: Yes, that can be put in place to show the underlying costs without one off payments.

T: I would like to be clear how much of our carry forward we are using and at what rate? JH: We are using carry forward but the uncertainty around the budget moving forward and changes in pay/ pensions are making it very difficult to predict. The budget around catering is where the majority of the difference comes from. We need to look at new contracts and how the money is spent moving forward including free school meals.

T: We would like to see the summary document with the addition of a line without the one-off payments line and headline comments and reasoning. JH: I will add it to next month's summary statement.

SC: There needs to be more challenge on the variance in the detail as requested by the auditor and so we cannot rely on a summary statement every month to give us enough information.

The trustees agreed the following review process for financial statements:

- a. Financial statements are to be distributed a week prior to the meeting
- b. Trustees to review and post comments to governor hub
- c. Where possible JH will answer any queries
- d. Any unanswered queries will be brought to the trustees meeting for comment
- e. The questions and answers document will be kept on governor hub as a record of the Trustees challenge.

The trustees discussed the concerns around the speed of processing the invoices at the schools so that the end of month accounts can be completed on time.

T: Is there a school which is working better? JH: The schools are all attempting to improve the situation but the system is set and there are lots of stages. The members of staff have been spoken to regarding taking more ownership of the work which they are now working towards.

T: Are there performance objectives in place? SC: Yes, they are in place and being monitored.

T: Why have we spent 25% more than budgeted on the website? SC: It was a benchmark budget and we are very pleased with the outcome. We paid extra for some extra pages and a photographer which were conscious decisions.

Trustees agreed they were very pleased with the outcome for the websites.

The period 13 adjustments are still being made and there is likely to be around £500 difference from the end of year accounts.

JH explained there will be some more variance due to bad debt write off and Trustees will be updated at the next meeting regarding these.

Internal Audit report - distributed prior to the meeting

The external auditors will be coming in during November and they have explained the areas they would like to review.

The internal audit has highlighted some areas for Trustees to consider.

i. Up to date inventory amendment

SC explained the change:

At present the Financial handbook says £100 and above; In practice the school is logging anything which is above £50 in value and the auditor recommends anything over £250.

The also recommended an independent check of the inventory every 12 months. Trustees

SC

Signed (Chair):

Date:

were not sure this was practical or a good use of funds. At present LH has an electronic version of the inventory whilst the other schools have paper versions.

The electronic inventory cost LHS approximately £3000 and this is not a cost the Trust can cover for the other two schools at the moment. The schools all operate a random check procedure and as items come in or leave school they are added or removed.

After discussion, the trustees approved the assets over £250 being recorded and asked that they be informed how many items there are once it has been increased to £250.

ii. VAT claims being authorised appropriately

JH explained the auditors would like SC to review before submission but at present they are reviewed monthly after submission by JH. This system is working well and allows the work to be completed within the necessary timescales. The VAT claims can be retrospectively amended if there was an issue.

T: Can we amend the process written down? SC: The process reflects what we do JH is qualified to use the system and the HMRC system has checks built in.

Trustees were comfortable with the level of risk in place as the timescales are not workable.

- Land and building collection tool

SC confirmed that the land and building collection tool was submitted to the ESFA this month.

The Trust will be speaking to the auditors about Beech House and the depreciation system which should be in place as there is nothing reflected in the financial system at present as it only has a seven-year land and buildings lease.

- Teachers pay and pensions – see notes from JR

Notes regarding item 7 – Teachers pay

As you are aware from our recent meeting, a report from the independent School Teachers' Review Body (STRB) was submitted to the Department for Education (DfE) earlier in the summer. The government then announced that in 2018-19 a 3.5% rise will apply to the main pay range for classroom teachers, a 2% rise will apply to the upper pay band for teachers and a 1.5% rise will apply for school leaders.

To cover the increases in pay at school level, the DfE confirmed the provision of a teachers' pay grant of £187 million in 2018-19 and £321 million to all schools in England in 2019-20. This was to cover the difference between the pay award and the cost of the 1% award that schools would have expected under the previous public sector pay cap.

The Trust has now had the detail from the DfE and feels the need to highlight the following from the pay and conditions document released:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/740575/School_teachers_pay_and_conditions_document_2018.pdf

'In response to the recommendations in the STRB's 28th Report, from 1 September 2018: i. a 3.5% uplift has been applied to the statutory minima and maxima of the main pay range and of the unqualified teacher pay range. ii. a 2% uplift to the statutory minima and maxima of the upper pay range, the leading practitioner pay range and all allowances across all pay ranges. iii. a 1.5% uplift to the leadership pay ranges (including headteacher groups). Except for teachers and leaders on the minima of their respective ranges or group ranges, schools must determine – in accordance with their own pay policy – how to take account of the uplift to the national framework in making individual pay progression decisions. All pay uplifts will be back-dated to 1 September 2018'.

The Government have also released some brief details of the grant:

<https://www.gov.uk/government/publications/teachers-pay-grant-methodology>

Guidance for schools and local authorities on the teachers' pay grant for the financial

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	<p>years 2018 to 2019 and 2019 to 2020.</p> <p>The grant will be paid to schools based on the number of pupils on roll. This is based on the fiscal year so whilst the document suggests a 2 year pay grant it will in fact go from Sept 18 to March 20.</p> <p>JH ran some initial calculations using the brief guidance received and estimated that the grant due this academic year will be: BFS: £11355 CTS: £12110 LHS: £13649</p> <p>Please see the spreadsheet attached for a more detailed breakdown. It essentially shows that the grant will cover 1.5%/2.5%/3.5% across the board this year and next. It is obviously difficult to calculate the cumulative effect going forward beyond 2019/20.</p> <p>SC has spoken to HFL Ltd for their initial thoughts and they are very much of the same opinion as the DfE that schools should decide their own pay scale for the middle pay points. As yet, we are uncertain what other schools will do.</p> <p>We are mindful that the grant intended for teachers pay 2018-20 should be passed fully to teaching staff, however this does not need to be given this year and can be awarded further down the line should finances allow. Given the recent announcement that SC has posted on governor hub regarding pension contributions, SC, JH and JR felt that the Trust needs to remain cautious. We are recommending that we stick to our budgeted 2% pay rise outside of the statutory guidance (Non-maxima and minima) rather than apply a 3.5% pay rise across the board.</p> <p>MPS 1 - 3.5% MPS 2-6a - 2% MPS 6b - 3.5% UPS 1-3 - 2% L grades - 1.5% TLR/allowances - 1%</p> <p>JR asked that Trustees gave this proposal their full consideration and explained a holding email had been sent to all teaching staff.</p> <p>The pay grant is only paid for 19 months rather than 24 months so the schools will not receive all the money to cover the increase in pay.</p> <p>T: What is the risk that staff think they are receiving 3.5% instead of 2% which is being given? SC: We have made staff aware we are reviewing this area and we have not heard back from any staff regarding any concerns.</p> <p>T: Do we have exit interviews in place or ask why staff don't take jobs with us in case this has an impact? JR: We do always ask and we know why staff leave or are not joining the school.</p> <p>Trustees approved the recommendation and SC will action.</p> <p>JH left at 7.58pm</p>	SC
11	<p>MAT development Grant: initial review of HfL report Annex K has been completed and uploaded to governor hub</p> <p>There is a lot of information and recommendations which SC will be working through.</p> <p>There has been a discussion with HR regarding parity for staffing and whether there should be a whole review or manage contracts as they arise. The decision was that dealing with staff parity across the schools should be completed as one piece of work. This will start with the ideal staffing structures in each school and will be a two-term job to complete.</p>	

	<p>The finance manager will hopefully be freed up to spend more time looking at how the schools move forward once the office finance skill set at the schools are improved.</p> <p>The document is very useful as it confirms the thoughts of the senior leadership team.</p> <p>The trustees thanked SC and LL for all their work on this area.</p>	
<p>12</p>	<p>CEO report to Trustees – Distributed prior to the meeting Questions from the Trustees: T: Who undertook the SEF? JR: The HT's individually update and review their SEF's continually and they have been validated by the Herts Improvement Partner visits.</p> <p>At the MAT summit, attended by JR and SC, there was discussion around not comparing schools but at present it is a helpful exercise. The school's data is being reviewed to ensure it is accurate and the same data presented across the schools.</p> <p>T: BFS race hate incidents, this seems a lot? JR: There are stories behind the incidents and these are not shown within the data. T: Can we have bullying figures? JR: Yes, they will be in future reports. T: Where is the cutoff date for data? JR: The HT's are putting data in place to a set date.</p> <p>The Trustees approved the use of whole year figures for comparison with the previous year.</p> <p>T: LHS, 98% met or exceeded, are the targets challenging enough? JR: Yes, the system is more mature in LHS and the HIP reviews the targets and evidence to ensure they are challenging.</p> <p>JR explained that the model performance management form has been used and it has worked very well. JR has also attended staff meetings and the schools have had different responses to the performance management process being implemented fully.</p> <p>T: How long is it taking to complete the CEO report? JR: It is a short process and allows me to sit with the HT's to review their reports to LGC's.</p> <p><u>Nurture UK</u> – the pastoral leader at LHS is leading on supporting all schools within the Trust to achieve the award and has negotiated an enhanced deal with them where we can pay next year for the program. We are aiming to be the first Trust to have the award.</p>	<p>JR</p>
<p>13</p>	<p>Admission arrangement – discussed at last meeting and in process</p> <ul style="list-style-type: none"> Academies must publicly consult by the 31st January on proposed changes to admission arrangements for entry in 2019 or if they have not consulted within the last seven year. <p>The admissions arrangements are for the whole Trust and they have been sent to HCC for consultation.</p>	
<p>14</p>	<p>Review CEO/Headteacher performance appraisal</p> <p>There is no formal process in place for the review of CEO and COO performance appraisal although the level of responsibility is detailed in the scheme of delegation.</p> <p>The Scheme of delegation states:</p> <ul style="list-style-type: none"> The HT will be reviewed by the CEO and an LGC representative. The CEO should be reviewed by the Trustees The COO should be reviewed by the CEO <p>The Trustees discussed training options for CEO performance management and felt that there should be suitable training in place as stated by the STRB. The trustees approved the need for one member to have completed the HT performance management training at the least. The CEO performance management will be completed by AC and RJ.</p> <p>The trustees have offered support with the performance management of the COO should the CEO feel it is necessary.</p>	
<p>15</p>	<p>COO report to trustees including</p> <p>Signed (Chair): Date: Page 7 of 10</p>	

	<ul style="list-style-type: none"> Update on Autumn School census – there was a lot of pupil movement in the first few weeks of term and there has been some changes in numbers in comparison to the budgeted numbers. <u>Risk register review</u> – Distributed prior to the meeting (October 2018) Changes in RAG rating were explained to Trustees <ul style="list-style-type: none"> Capital works was changed to green as there are none taking place at present. New schools moved to amber Pupil numbers stayed at red Compliance has been reviewed and there was nothing new to add – The impact of any issues for the Trust due to press interest and publication of MAT mistakes more widely was discussed and so this area has stayed amber. <p>T: What level are we for trustee succession planning? LL: There are some lines to be added in to the document to explain this area fully. LL explained these at the meeting.</p> <p>T: Marketing strategy, pupil numbers, trust board take responsibility, are we doing this? SC: SC and JR are working on this area and it is a clear priority for the whole trust.</p> <p>The clerk will upload the Risk register to governor hub for the LGC's to review.</p> <ul style="list-style-type: none"> <u>Roof work certificates of completion to be reviewed by Trustees</u> – Distributed prior to the meeting (Valuation 20.8.18 and 18.9.18) Certificates have been posted on governor hub <p>SC updated Trustees that the saved money from asbestos removal was used for another area of the roof which is within the remit of the grant. There is a contingency of around £26,000 for any snagging works. SC explained some of the money will be used to complete a more in-depth asbestos audit.</p> <p>ESFA released the CIF guidance for 2019-20. The COO has met with Ingelton Wood and they are now meeting with the site managers for each of the schools. There will be three CIF bids submitted for the specific needs of the schools. This will be the main piece of work SC will be completing in the next half term.</p> <p>T: Are we comfortable that Ingelton Wood are the right project managers? COO: The manager who was on this job will not be in place in future as there were issues under his management. I will be working with the managers I know in future.</p> <p>T: How do we ensure they are competitive? COO: We do not tender for the project manager. They are approved by HCC and have worked with BFS and LHS previously and they ensure there are three tenders in place for any works.</p> <p>Trustees asked that there be a tender process for project managers for future projects.</p> <ul style="list-style-type: none"> <u>Trust and LGC Business continuity plan</u> The HT need to update and have in place by the end of the Autumn term. They will be reviewed by SC in January 2019. 	<p>Clerk (LGC Agenda)</p> <p>Clerk (LGC agenda)</p>
16	<p>Trustee monitoring visits to be agreed – carry forward</p>	
17	<p>ESFA Information/Payments</p> <ul style="list-style-type: none"> Trustees made aware of: https://www.gov.uk/government/publications/letter-to-academy-trust-accounting-officers-september-2018 	
18	<p>Health and safety – Audits to be undertaken SC has spoken to the schools site managers. CTS and BFS will have a health and safety local authority audit in the next two years. LHS has had an audit recently.</p> <p>There will be site manager internal audits in the next half term where site managers audit each other. SC will report back on their findings.</p>	<p>SC</p>

Signed (Chair):

Date:

19	<p>Policy approval – Distributed prior to the meeting <u>The following policies were approved by the Trustees with comments from Trustees which will be added by SC to governor hub:</u> Child protection policy Capability procedure and policy Health and Attendance policy Bullying and Harassment policy Disciplinary Procedure Grievance Procedure Probationary Procedure Children Looked After policy and Inclusion Policy</p> <p>Clerk to add to LGC's agenda for information</p>	<p>SC</p> <p>Clerk (LGC Agenda)</p>
20	<p>Review Scheme of Delegation Trustees approved the amendments. SC will distribute to all Trustees via governor hub.</p>	<p>SC</p>
21	<p>Trustees to complete the Code of Conduct and Child protection policy agreement – Distributed prior to the meeting and signed by governors at the meeting.</p>	
22	<p>Trust training plan to be reviewed MAT summit attended by JR and SC and it was very helpful. ISBL conference to be attended by SC MAT leadership course attended by SC and JR Safeguarding training completed by AC</p> <p>James Brown will attend - The link for booking onto the Hertfordshire Governors' Annual Conference 17.11.18 is now live. https://booking.hertsforlearning.co.uk/actweb/WDC/sseo/template_001.cfm?pageID=28&template=courseDetails&courseID=AC1</p>	
23	<p>Any other Business <u>DPO update</u> There was a data breach at CTS which has been managed by the DPO. A post was put on twitter including personal information about children which was removed as soon as the school was made aware. There was a tense parent reaction to the incident which has now been dealt with and resolved.</p> <p>The breach was reported by the DPO to the ICO. Processes have been reviewed and the profile has been raised to ensure the system for reviewing tweets is robust.</p>	
24	<p>Date of next Meeting: See below</p>	
25	<p>Items to be taken to LAB from the meeting</p> <ul style="list-style-type: none"> ○ The clerk will upload the Risk register to governor hub for the LGC's to review. ○ <u>Trust and LGC Business continuity plan</u> - The HT's need to update and have in place by the end of the Autumn term. They will be reviewed by SC in January 2019. ○ <u>Policies for distribution and information:</u> Child protection policy, Capability procedure and policy , Health and Attendance policy, Bullying and Harassment policy, Disciplinary Procedure, Grievance Procedure, Probationary Procedure, Children Looked After policy and Inclusion Policy 	

Meeting ended at 9.41pm

Dates for 2018/19:

7pm	Laurance Haines	Tuesday 13/11/2018
7pm	Cherry Tree 720 WD24 6ST	Wednesday 14/11/2018

Signed (Chair):

Date:

7pm	Beechfield	Thursday 15/11/2018
7pm	IMAT - AGM + FTB – clerk – Cherry Tree Notify other governors	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

Signed (Chair):

Date: