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Agenda Number	Action Table - Trustees Meeting 4th December 2025	Person Responsible
7	Sign the minutes via Governor Hub	Chair
9	Complete board declarations for 2025/26	Christine Cornwall
9	Complete Companies House registrations	Christine Cornwall, Seb Gray, Sally Newing
9	Members to complete Companies House registrations	Members (at AGM)
9	Add Companies House registrations to AGM agenda	Clerk
9	Complete Safer Recruitment training	Tiann Madden
9	Approve terms of office for Morgan Bone, Sanjay Mazumder and Sally Newing at the AGM	Members (at AGM)
9	There are two possible applicants for trustee roles, Kathy Rowe and Christophe McBride. The appointments need to be approved by members.	Members (at AGM)
9	Update on Trustee recruitment process via Governor Hub for two new applicants.	COO/Clerk
15	Update Diversity, Equity and Inclusion policy to explicitly reference psychological safety	CEO
15	Approve final versions of admissions policies for 2026/27 via Governor Hub	Trustees (via Governor Hub)

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TRUSTEES MEETING MINUTES HELD on the 4th December 2025 at 7pm at Beech House and via Teams

	12.09.25	04.12.25
Morgan Bone	Attended	Attended
Andrew Chappell	Attended	Attended
Christine Cornwall	Attended	Attended
Seb Gray	Attended	Apologies
Stephen Kinsley	Attended	Attended
Elizabeth Leeman	Attended	Apologies
Tiann Madden	Apologies	Attended
Sanjay Mazumder (Chair)	Attended	Attended
Sally Newing	Apologies	Apologies
James Roach (CEO)	Attended	Attended
In attendance		
Sharon Carlyon (COO)	Attended	Attended
Emma Lad (Clerk)	Attended	Attended

Beechfield School – BFS

Cherry Tree School – CTS

Laurance Haines School – LHS

Willow Tree School – WTP

BFS Headteacher – Gillian Jackson CTS Headteacher – Cheska Tyler LHS Headteacher – Jo Ball

Trustee challenge is highlighted in yellow Trustee actions are highlighted in italics

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

Meeting started 7.03pm

No	ITEM	Action
1.	Welcome and introductions The chair welcomed everyone to the meeting.	
2.	Trustee AOB Session - Sharon, James to leave No business to raise.	
3.	Apologies for absence Apologies Liz Leeman, Seb Gray and Sally Newing	

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4.	Declarations of Conflicts of Interest None declared further to Governor Hub. WTP is now within the Trust and Andrew Chappell's daughter is a teaching assistant there. This has been declared on Governor Hub.	
5.	Review Pecuniary Interests The Trustees were reminded to update via Governor Hub. The clerk will be updating the website before Christmas. The Trustees noted the importance of declaring all pecuniary interests following previous audit recommendations, with the approach being to declare everything to ensure transparency for auditors.	
6.	Notice of Any Other Business None requested.	
7.	<u>Minutes of the meeting held on 12th September 2025 to be approved</u> <i>The minutes were approved as an accurate record of the meeting and will be signed by the Chair via Governor Hub.</i>	
8.	Matters Arising from the meeting 12th September 2025 – see supporting document	
9.	<u>Governance</u> – see supporting document • <i>Confirmation that board declarations are complete for 2025/26 – Christine to complete.</i> • <i>Confirmation Companies House registrations have been completed – Christine, Sally and Seb have not completed. Members also need to complete.</i> • <i>Skills review and board effectiveness – Discussed at the Governance Day. The skills audit had been reviewed, and the Trustees reviewed the skills required however there is a very strong skill set across the board. It was suggested that someone with technological understanding would be helpful.</i> • <i>Confirmation of appointments for Morgan Bone, Sanjay Mazumder and Sally Newing</i> <i>The three Trustees were recommended for a further four years and the terms of office will be approved by members at the AGM.</i> • <i>Statutory and guidance update</i> Covered on the report – for information only. • <i>Training and development</i> <i>Tiann Madden coming to the end of Safer recruitment training. She will renew</i> • <i>Board succession planning</i> Liz and Andrew will be standing down at the end of the term in September 2026 as they had a one-year appointment.	Christine Cornwall Christine Cornwall, Seb Gray and Sally Newing Clerk (AGM agenda) Tiann Madden

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	Sally has agreed to take on the Chair of Education Committee for one year. There are two possible applicants for trustee roles, Kathy Rowe an HFL advisor and Christophe McBride - senior civil servant for Central government working on cyber security. Chair and CEO have met both candidates and application forms have been sent out. The appointments will need to be approved by members. <i>The COO and clerk will update on the recruitment process via Governor Hub.</i> - Local school boards succession planning The Chair at CTS has been replaced by Sandra Child. - Feedback from SGC Chairs meeting Willow Tree Primary School Transition Board The COO sought approval for an Interim transition Board be put in place for WTP now that they are in Trust. This will include Gemma Williamson (who served on the interim executive board), Seb Gray (trustee), Gillian (HT at BFS) and a governance professional who will join remotely to support. The report details their skills set. The committee will be in place for the short term with more regular meetings to ensure there is compliance and rapid progress. There is a broad range of parental engagement across the trust and parental feedback will be collected by the committee however there will be no parent members of the transition board. The decision making needs to be agile to support the school. The committee will be in place for 12 months initially. The CEO and Chair of the Transition Board would then recommend when the time is right to transition to a governing committee. T: Do we require an Executive HT's to have oversight of more than one school? CEO: Not currently. A substantive appointment is the priority. WTP's complexities warrant a traditional model. If there are several single form entry schools in future, an executive headteacher structure could be considered, but it is not recommended at present T: Can we afford a HT? COO: There is a risk around finances. Estimates from the finance team at the LA suggests there is a £60,000 in year deficit. We believe a significant proportion of this is due to one off expenditure. We need ensure we understand what is happening in the school. There are low numbers and a large building. A HT is required and will be benchmarked against other one form entry schools. The CEO explained the legal requirements in a school for leadership.	Members COO/ Clerk
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	The Trustees approved the members of the committee and terms of reference. The schedule of delegation details it is the Boards decision to appoint a HT; however, the board delegated the appointment to the Interim Transition board, recognising the need for agility in the appointment process. The Trust aims to advertise before Christmas and appoint in January, though recruitment is challenging at this time of year and applications may be limited given the school's reputation.	
10.	Resources Committee – update meetings 15.10.25 and 24.11.25 24th November 2025 meeting - The Auditor attended and the report showed the school is still a well-managed Trust. There were a few minor issues flagged. - The Trustees agreed to approve CIF bids via Governor Hub with final amounts and a five percent contribution: - WTP roof and fire safety - Safeguarding at LHS - CTS roof Formal recommendation to members of Audited Accounts 2024/25 1. Relevant period The “Relevant Period” is the accounting year ended 31 August 2025. 2. Letters of Representation There were presented letters of representation from the auditor relating to the accounts for the Relevant Period for consideration by the directors. It was resolved that the letter of representation be approved, and a director be authorised to sign the letters on behalf of the Board. 3. Accounts There was presented to the meeting the following documents, which had been prepared in accordance with the Companies Act 2006 for the Relevant Period: (i) the Accounts. (ii) the Trustees’ Report. (iii) the Governance Statement. (iv) the Statement of Trustees’ Responsibilities It was resolved that: (i) the Accounts be and are hereby approved and that a director be and is hereby authorised to sign the Balance Sheet on behalf of the Board. (ii) the Trustees’ Report be and is hereby approved and that a director be and is hereby authorised to sign the report on behalf of the Board. (iii) the Governance Statement be and is hereby approved and that a director be and is hereby authorised to sign the report on behalf of the Board.	

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	(iv) the Statement of Trustees' Responsibilities be and is hereby approved and that a director be and is hereby authorised to sign the report on behalf of the Board. (v) copies of the accounts and reports for the Relevant Period be circulated to all members entitled to receive them (subject to them first being signed by auditor). The Trustees thanked the finance team for their work on presenting the accounts. And Seb was thanked for chairing the meeting.	
11.	Confirmation Trust management accounts received and reviewed Reforecast Autumn Term 2025 – the management accounts and reforecast were distributed and reviewed at the meeting and at the Resources Committee meeting.	
12.	<u>Education Committee</u> – meeting 7/10/25 Sally Newing agreed to chair Education committee beginning in September 2026. The Trustees thanked her for agreeing to take on the role.	
13.	Approve/ review trust Plan and priorities including: Growth WTP has now joined the Trust. The Trustees thanked the Executive Team for all their work. The Transition board will concentrate on teaching and Learning alongside the building. Joanna Di Bella, the Local Authority School Improvement Adviser, provided feedback on the progress while the Trust has been supporting <i>Firstly, I want to congratulate you all on getting the academisation over the line. It was an absolute pleasure to have my first visit to Willow Tree Primary School today. Tanya has worked wonders in that school. We saw some highly effective teaching, superb behaviour management and, most importantly, highly engaged pupils across the school. It just goes to show what high expectations, and strong teaching can achieve.</i> <i>I said to Tanya that if you had blindfolded me, driven me a few times around the ring road and then dropped me in the school, I would never have guessed that the teaching and pupils were those I have seen struggling for years. It was an absolute privilege to see the changes that have taken place so rapidly.</i> <i>I know, as an interim board, you will step down, but I just wanted to express my thanks for all the work you have done in supporting Tanya and the school. It feels like a phoenix rising from the ashes. I am delighted.</i> <i>Best regards</i> <i>Joanna</i> Amazing feedback and is confirmation of the impact that Tanya has had in such a short time as Interim Headteacher. The roof has leaked today at the school and the staff commented on how grateful they were for the staff who came from the school to support and clean up.	

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T: When do the finances from WTP get added in?

COO: From December.

T: Have all HR issues been resolved?

COO: Yes.

T: Will the Trust values be part of the recruitment process for the HT?

CEO: Yes, although schools have individual identities, they need to be part of the Trust value and beliefs. The headteacher appointment process will explore candidates' values and beliefs about education, with the expectation that the school must operate within the Trust's value system and vision

The COO advised that the roof had leaked and explained that some areas of the school including the kitchen have been closed which hasn't affected teaching and learning

T: The CEO is now responsible for the H&S of the school. How confident are you?

CEO: There are issues with the school building, and I was more concerned that the staff are so used to it. The work completed today has reduced the impact for the short term. The CIF bid is being completed and there is a five-year plan in place to improve and maintain the building, with particular concern that staff have become accustomed to the building issues

COO: The compliance report will be sent to the Finance Committee. The IEB has reviewed and appointed a new caretaker who has completed the appropriate training and will be completing the required training. The D1 categories are being completed first. There are also holes in the fence. When the CIF bids have been submitted, we will complete a safeguarding tender which will require around £100,000 to improve.

T: One of the delays was the LA. What is happening about it?

COO: The land has come over in its entirety. There is a seven-year lease to Breakspear. The condemned building didn't have a survey to confirm it is condemned. There has been an agreement that if the building needs to be demolished then the LA will pay for the works.

The COO explained that there is a request for additional space within the school for Breakspear use as there is an issue with places for children with SEND in the area at present.

There is a welcome to the Trust event on the 31st January in the afternoon. All Trustees were invited.

[Inclusive MAT vision and values](#)

The COO updated on the national picture and the reduction in the smaller MATs, with government direction supporting movement towards larger trusts. The data supports growth, and the Trust needs to ensure its vision, values and identity are clearly articulated as conversations with potential schools continue.

The words inclusive and belonging are key to the Trust, and Trustees agreed they need to ensure they are central. The Trustees had a lengthy

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	discussion around how best to articulate the trust values, vision and mission statement moving forward and to expand on their inclusive nature. <i>Amendments:</i> <i>The Trustees asked for the word 'child' to be changed to 'pupil' in Our Mission.</i> <i>Values – Trustees asked that there be three statements and that Ambitious be moved to second.</i> The Trustees agreed that the beliefs and vision are reflective of their view for the Trust. Growth – see CONFIDENTIAL PART TWO MINUTES	COO
14.	<u>Risk Register</u> Annual review of full Risk Register T: Why have we increased the risk for Ofsted outcomes? CEO: WTP joining, CTS results and the new inspection framework. The Trustees reviewed the risks and agreed with the risks as presented. The Risk Register reflects that bringing WTP into the Trust has created significant short-term capacity challenges, with leadership time fully absorbed in supporting the new school.	
15.	<u>Policies to be approved</u> The Trustees approved the following policies for use: <u>Diversity, Equity and Inclusion policy and plan</u> <i>T: Psychological safety is included but not explicitly. Can we add that you want to create psychological safety in the environment for all members of the community.</i> CEO: I will update. T: Within contracts is there a line which refers to this policy to ensure it is the golden thread that runs through everything? CEO: The policy is part of the handbook. This has been created from the staff, for the staff. The Trust recognises it is at the start of a generational journey with DEI work, with ongoing evolution including leadership training, whole school training, and integration into Early Career Teacher development. - Admissions policies for 2026/27 no planned changes – final versions to be approved via Governor Hub.	CEO
16.	Date of next Meeting <i>30th January 2026 – WTP celebration. The CEO will send invitations to all board and committee members</i>	CEO

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	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	
17.	Items to be taken to Education Committee, Resources Committee or the Local Governing Committees from the meeting - none				
18.	Any other Business - none				
	Meeting ended: 8.46pm				

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	Key actions and decisions from the Trustees meeting on the 12 th September 2025	Action
2	Update Governor Hub, Companies House and the website for Anil stepping down. Notify Katy Silverton to update GIAS.	Clerk – completed
4	Update the website with Stephen's new employer information.	Clerk – completed
7	Sign the minutes via Governor Hub.	Chair - completed
8	Review the top slice/recharge to schools further at the Resources meeting in September 2024.	Resources Committee – carry forward
9	Send final version of Child Protection and Safeguarding policy to the clerk to upload to the website, Every and Governor Hub.	Clerk / COO - completed
9	Send final version of Whistleblowing policy to the clerk to upload to the website, Every and Governor Hub.	Clerk / COO - completed
9	Review and approve the Governance Framework responsibilities.	COO / Stephen Kinsley - completed
10	The Academies planning Calendar dates to be added to the annual planner	COO/ Clerk - completed
10	Trustees approved Management accounts acknowledgement will be added to the Trustee agenda at a standing item in line with the recent governance review recommendations.	Clerk – completed
10	Update Governor Hub and the website for Andrew Chappell and Liz Leeman reappointment. Ask Katy Silverton to update GIAS.	Clerk – completed
10	Trustee report for annual accounts – final draft by ½ term - The Chair of Trustees was delegated authority to review and approve.	Chair – completed

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10	Liaise with trustees to ensure they can access their email addresses.	CEO – completed
10	Send out a guide and then turn on MFA for Governor Hub.	Clerk – completed
10	Sign all confirmations on Governor Hub by the end of the month.	All Trustees
10	Complete diversity information on Governor Hub by the end of the month.	All Trustees
12	Send further details on the long-term management and terms of reference for Holywell/Willow School board.	COO
13	Complete statutory training via the National College by 1/11/25.	All Trustees

9. Policies to be approved

<u>Document Title</u>	<u>Owner</u>	<u>Category</u>	<u>Valid Until</u>
Investment Management Policy	Sharon Carlyon	Resources Committee	28-Feb-26
Summer Term			
Charging and Remissions Policy	Sharon Carlyon	Resources Committee	31-Mar-26
Reserves Policy	Sharon Carlyon	Resources Committee	31-Mar-26
Complaints Policy	James Roach	Education committee	31-May-26
Accounting Policy	Sharon Carlyon	Resources Committee	30-Jun-26
Appraisal Policy	Sharon Carlyon	Resources Committee	30-Jun-26
Executive Pay Policy	Sharon Carlyon	Trust Board	31-Jul-26

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Appendix A: Discussion via Governor Hub ahead of the meeting

Sharon Carlyon 1 day ago

I wanted to share the message that Joanna Di Bella (Herts For Learning improvement advisor) left with the Interim Executive Board at Willow Tree yesterday.

The following message was posted by Joanna Di Bella on the GovernorHub noticeboard for [Holywell Primary School](#):

Good evening governors

Firstly, I want to congratulate you all on getting the academisation over the line. It was an absolute pleasure to have my first visit to Willow Tree Primary School today. Tanya has worked wonders in that school. We saw some highly effective teaching, superb behaviour management and, most importantly, highly engaged pupils across the school. It just goes to show what high expectations and strong teaching can achieve.

I said to Tanya that if you had blindfolded me, driven me a few times around the ring road and then dropped me in the school, I would never have guessed that the teaching and pupils were those I have seen struggling for years. It was an absolute privilege to see the changes that have taken place so rapidly.

I know, as an interim board, you will step down, but I just wanted to express my thanks for all the work you have done in supporting Tanya and the school. It feels like a phoenix rising from the ashes. I am delighted.

Best regards

Joanna

Amazing feedback and is confirmation of the impact that Tanya has had in such a short time as Interim Headteacher.

Everyone

• **Sanjay Mazumder**

Great to hear. Good work from Tanya, the team and the EIB

1 day ago

Elizabeth Leeman

That is fantastic feedback! Please pass on to Tanya, the Willow Tree team and of course our own teams supporting that they are doing a great job and at last giving better life chances to our pupils!

1 day ago

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James Roach 4 days ago

Statutory Changes

- The Worker Protection (Amendment of Equality Act 2010) Act 2023
- Updated Protected Characteristics definitions (Appendix A)

Key Policy Updates

- Intersectionality - acknowledging multiple minority identities
- New Head of HR and Line Manager responsibility sections
- Mandatory manager and staff training requirements
- Enhanced discrimination definitions (including associative and perception discrimination)
- Stricter breach procedures and comprehensive monitoring requirements
- Clearer reporting processes

Plan has been updated in line with trust priorities

Have a look at this:

[15 - Diversity Equity Inclusion policy and plan 2025 26.docx](#)

Everyone

Emma Lad 7 days ago

Have a look at this:

[Inclusive MAT Resources com minutes 24.11.25 \(approved in principle\).docx](#)

Please see a link above to the last Resource Committee minutes. If you could please review matters arising and action if allocated to you

Thank you and have a lovely weekend

Emma

Everyone

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Emma Lad 7 days ago

What does the new Ofsted framework mean for you and your board webinar co-hosted with Ofsted.

The webinar generated a lot of excellent questions for Ofsted. We will be compiling these and sending a follow-up email with the answers, as well as directing you to relevant supporting resources soon.

We've already received great feedback on the webinar, and we'd love to hear your thoughts too! If you missed it - don't worry here's the recording and the slides.

[ch the recording](#)

[nload the slides](#)

Any questions? Please get in touch by replying to this email or using the chat bubble on GovernorHub.

All the best,

The GovernorHub Team 🦉

Everyone

Sharon Carlyon 7 days ago

I'm delighted to share the wonderful news that all the legal paperwork for the Holywell conversion has been signed and sealed. On 1st December 2025, Holywell Primary School will become Willow Tree Primary School and officially join the Inclusive Multi Academy Trust as our fourth school.

Everyone

•
Seb Gray

Fantastic news! Great to get this over the line. Congratulations to you and the team!

7 days ago

Morgan Bone

Amazing news! Very many congratulations and thanks for all the hard work and perseverance to get this over the line.

7 days ago

Sanjay Mazumder

Great news. Well done to everyone involved for the hard work it has taken to get us here

7 days ago

Elizabeth Leeman

At last! Well done to everyone who has worked so hard to make this happen- Willow Tree community will be the winners!

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7 days ago

Andrew Chappell

Hurrah!

7 days ago

Emma Lad 8 days ago

Hello all,

A reminder of the Trustees meeting on **Thursday 4th December 2025 at 7pm at Beech House and via Teams**
[Inclusive MAT Trust board \[In-person\]](#) | [Meeting-Join](#) | [Microsoft Teams](#)

If you could please let us know if you are attending online or if you are unable to attend.

Documentation can be accessed here: [1. 04.12.25](#)

Thank you and have a lovely afternoon

Emma

Everyone

• **Morgan Bone**

Thanks Emma - I'll be at Beech House

8 days ago

Elizabeth Leeman

Hi Emma. Think you already have my apologies.

7 days ago

Andrew Chappell

I'll be at Beech House

7 days ago

Stephen Kinsley

I'll be attending online, but will likely be 15-30mins late as doing solo bedtime!

4 days ago

Tiann Madden

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I will be attending online.

3 days ago

Sanjay Mazumder

I will be online tonight as have parents evening just before

1 day ago

Emma Lad 8 days ago

for our penultimate Sofa Session of the Autumn term, featuring a special collaboration with Thrive!

sted Shake-Up: How the New Framework Impacts Practice

› latest Ofsted toolkit (September 2025) bringing major shifts for DSLs and senior leaders, now is the time to get ahead.

› session will provide practical guidance, clear steps, and useful tools to help you feel confident, prepared, and fully inspection-ready when the call comes.

› EE session will take place on Wednesday, 3rd December at 10.00am and 11.30am (both will take place via Zoom).

[10:00 AM](#)

[1:30 AM](#)

› the session we will be looking at:

› to how Ofsted will inspect schools, including grading and changes to the guidance.

› of increased focus areas such as inclusion, well-being, behaviour, and attendance.

› of the Thrive tool, supporting you to evidence whole-school wellbeing.

› details and to reserve your **FREE** space, please click on the buttons above or below.

[More](#)

› surrounded by your peers in the [Judicium](#) community drawn from a multitude of school-settings. At Judicium, we believe in open-collaboration, networking and **› support.**

› come your questions, so please email any beforehand and we'll try to answer these live 'on the sofa'.

› make the session? We understand how busy your school day is. However, if you would like to receive the follow up material which covers everything discussed during the session, simply register for either session time. The summary notes will be sent to your inbox the same day.

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Everyone

Emma Lad 11 days ago

Have a look at this:

[Signed minutes](#)

Hello Seb,

Can you electronically sign the minutes in the folder above from October?

Click on the three dots to the right of the document name and select mark as signed. Your name should appear underneath

Thank you

Emma

Seb Gray

Emma Lad 15 days ago

Hello! This is just a friendly nudge to (re)confirm the following on GovernorHub: "Confirm your declaration of interests" (via the following link). It is now overdue. Note: this message has only been emailed to those needing to (re)confirm so if you are viewing this on the noticeboard and haven't got the email you are all good to go. Thanks!

[Link to your Profile Page](#)

Christine Cornwall

Sarah Hamilton 16 days ago

Have a look at this:

[FinanceReport_Nov25.pdf](#)

Resources committee

Sarah Hamilton 16 days ago

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Have a look at this:

[IMAT_ManagementAccount_Oct25.xlsx](#)

Resources committee

- **Morgan Bone**

thanks sarah, a few questions observations from me please:

- on balance sheet we have decreased current assets by c£1.3m ytd, decreased current liabilities by only £250k, is that expected, and if so what drives that please?
- good to show the lost GAG income from willow tree in the KPIS but there is no direct impact of that if I understand correctly? just the revenue opportunity to be claimed when the conversion happens
- our benchmark teacher salary figure is higher than actual (albeit marginal) can / should we pay more?
- good to see our reserves at 6% consistently beating our 0-5% target. if it comes up again for discussion i am comfortable on the basis that we usually put any excess to good use later in the year

16 days ago

Sarah Hamilton

Thanks Morgan. Few responses

- B/S - I noticed this as well, I think the figures are a distorted as I've not yet done the year end shut down, balances roll over in the system. I usually do this process after the accounts are approved. I'll keep an eye and look into further next month after this is done. They should sit around the same sort of figures.
- That is correct re loss GAG income for Willow Tree, no direct impact, useful marker going forward of revenue potential
- The trust follows the national fringe teacher pay scale so we are on the correct scale. Rechecked the benchmarks, I've actually picked up the inner/outer London figures. Benchmark for fringe is £62.7 - £67k so we are between the 2.

15 days ago

Sarah Hamilton 17 days ago

Draft Accounts that Alex from Hiller Hopkins will present to the resources meeting on Monday at 11am.

Have a look at this:

[8. Statutory Audit 2024/25](#)

Everyone

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Morgan Bone

I discussed the audit findings with Sharon briefly yesterday. While it is annoying to have a few findings cited (especially when one is within our control as trustees!) none appear significant and overall the picture is again comforting as a trustee. Thanks to all the team for the hard work that goes into the prep and completion of the audit
16 days ago

Andrew Chappell

Whilst I can't attend the meeting next week - some observations:

Firstly congratulations to all on a very clean report from our auditors. It would be worth asking how this compares with other Trusts HH audit.

And my apologies to Alex that I didn't get a chance to look at this until now.

Recommendation1 (procurement and getting 3 quotes) : It would be worth looking at the thresholds to see if they need changing. As well an official waiver procedure could be introduced - which would encompass some consideration of value for money (which is in the substance of HH's recommendation that if you can't get quotations then alternative quotes should be sought). This could be say inflating an expenditure item from previous years, but I would be interested in HH's thoughts.

Recommendation2 - declaration of interests: Frustrating to be pulled up on this. My suggestion is that we undertake our own online checks during the accounts preparation period. Previous cases have been that the individual did not think there could possibly be a potential clash.

Recommendation3 - capitalisation of fixed assets: We should also consider the capitalisation threshold, I would be interested in HH's thoughts on the levels they see elsewhere.

Two accounting changes are referred to with the revisions to FRS102

- Revenue Recognition - Any thought to the impact on our accounts - viz a viz the timing of grants received and our performance of the related obligations

- Leases - the starter questions are welcome; this has proved a very difficult area for some bodies, and identifying all the transactions that are actually leases. Any observations from HH would be helpful.

13 days ago

Sarah Hamilton 17 days ago

Documents related to Autumn Reforecast

Have a look at this:

[Autumn Reforecast](#)

Resources committee

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- **Morgan Bone**

helpful note on the RF thanks sarah. i am happy to approve and also approve the two business case requests. as you say the big unknown is the impact of willow tree
16 days ago

Emma Lad 17 days ago

Hello all,

I have uploaded the agenda for the meeting of the Resources Committee on the **24th November 2025 at 11am at Beech House** or [via Teams](#).

Seb will be chairing the meeting in Morgan's absence.

Linked here: [2. 24.11.25](#)

Please review the matters arising ahead of the meeting and let us know if you have any questions regarding the documentation uploaded.

Thank you

Emma

Everyone

- **Morgan Bone**

thanks emma, i've submitted some questions direct to sarah's posts on the financial items. one Q on the risk register: we still highlight SEND provision as a high (red/red) risk, and state that we are awaiting the white paper (still says this term but should update to '26). is there anything else that we need to do to address this risk? i dont have any smart ideas, just checking that we are comfortable with the risk identified this way and having no real plan other than wait for the white paper.
16 days ago

Emma Lad 21 days ago

Hello Christine, Seb, and Sally,

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Can you please send me your companies house number?

Companies House update - instructions

For the attention of all Trustees

From **18 November 2025**, members, trustees, '[people with significant control \(PSC\)](#)', and company secretaries will be required to verify their identity with Companies House.

Verification can be done online via the [Companies House website](#), in person at a post office, or via an Authorised Corporate Service Provider (ACSP).

Those who have completed verification will receive a personal code. We've updated GovernorHub so that those with a code can record it easily on their profile – see our help article below for details on how to do this.

[Companies House personal code – help article](#)

you and have a good weekend

Everyone

Emma Lad 28 days ago

Response needed - Sanjay, Seb and Christine

Hello Sanjay, Seb and Christine,

I hope you had a good half term.

Can you please confirm whether you will be able to attend the meeting on the 24th November at 11am either in person or via Teams?

Liz and Morgan are unable to attend and we need to ensure we are quorate.

Thank youEmma