Action Table – Inclusive MAT Trust Board – 23rd April 2026

Agenda No	Action	Person Responsible
Actions from Trust Board meeting – 23rd April 2026 (Part 1)		
6	*Sign the minutes of the meetings held on 4th December 2025 and 10th February 2026 via Governor Hub.*	**Chair**
8	*Board declarations to be completed and kept up to date. Up to date for all Trustees except new Trustees.*	**Chair/ Christophe McBride**
8	*The complaints policy to be brought to the Education Committee to review in line with the increase in AI complaints.*	**Education Committee (agenda)**
8	*The Chair of governors to follow up with Andrew Chappell and Liz Leeman regarding their terms of office.*	**Chair**
13	*The DfE letter to be posted to Governor Hub for review by Trustees.*	**CEO**
15	*Christophe McBride has volunteered to help with digital experience. The CEO will speak to him outside of the meeting.*	**CEO/ Christophe McBride**
15	*The Trustees delegated the authority for approving the spending from reserves on digital to the Resources Committee.*	**COO/ Clerk (Resources Committee)**
16	*External shocks to be added to the Risk Register. The Executive Team were asked to review.*	**CEO/ COO**
Actions from Trust Board meeting – 23rd April 2026 (Confidential Part 2A)		
9	*The meeting is on the 8th May between 4 and 6pm online with CJK Associates. The Trustees are all invited to attend. The clerk sent a request to attend to Trustees via Governor Hub.*	**All Trustees**
9	*Trustees were also asked to complete the following survey by Monday 27th April: https://www.surveymonkey.com/r/MKQYCQZ*	**All Trustees**
Actions from Trust Board meeting – 23rd April 2026 (Confidential Part 2B)		
	The Chair will convey the conclusions on executive pay to Christine Cornwall to inform next steps.	**Chair**

TRUSTEES MEETING MINUTES

HELD on Thursday 23rd April 2026 at 7pm at Beech House and via Teams

Documentation for the meeting can be accessed here: 3. 23.04.26

	12.09.25	04.12.25	23.04.26
Morgan Bone	Attended	Attended	Attended
Andrew Chappell	Attended	Attended	Apologies
Christine Cornwall	Attended	Attended	Apologies
Seb Gray	Attended	Apologies	Attended
Stephen Kinsley	Attended	Attended	Attended
Elizabeth Leeman	Attended	Apologies	Attended
Tiann Madden	Apologies	Attended	Apologies
Sanjay Mazumder (Chair)	Attended	Attended	Attended
Christophe McBride			Attended
Sally Newing	Apologies	Apologies	Resigned
James Roach (CEO)	Attended	Attended	Attended
Kathy Rowe			Apologies
In attendance			
Sharon Carlyon (COO)	Attended	Attended	Attended
Emma Lad (Clerk)	Attended	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	Person responsible
1.	Welcome and introductions The Chair introduced everyone to the meeting. There are two new Trustees Kathy Rowe and Christophe McBride. Christophe McBride was present at the meeting and all Trustees introduced themselves.	

2.	Apologies for absence Apologies Kathy Rowe (New Trustee) Andrew Chappell, Tiann Madden and Christine Cornwall. Sally Newing has resigned from the board with immediate effect.	
3.	Declarations of Conflicts of Interest None declared.	
4.	Review Pecuniary Interests There declarations are recorded on Governor Hub. The Chair and Christophe were reminded to add that they are friends outside of the Trust to the declarations.	
5.	Notice of Any Other Business There was no notification of any other business.	
6.	Minutes of the meeting held on 4th December 2025 and 10th February 2026 to be approved *The minutes were approved as an accurate record of the meeting and will be signed by the Chair via Governor Hub.*	**Chair**
7.	Matters Arising from meetings held on 4th December 2025 and 10th February 2026 – see supporting document	
8.	Governance • *Confirmation that board declarations are up to date* *Up to date for all Trustees except new Trustees* • Confirmation Companies House registrations are up to date Completed • Welcome to new Trustees – completed previously • Statutory and guidance update • Feedback from SGC Chairs meeting *The CEO explained that there has been a meeting with the chairs. The complaints policy is being reviewed in line with the increase in AI complaints and lack of understanding of the process. The policy will be brought to the Education Committee to review.* T: Is that a training need for staff as well? CEO: Yes, there is a need to understand how to manage difficult conversations with parents to stop the complaint going to the next stage. • Approval of Determined admission arrangements policy 2027-28 The determined admission arrangements for 2027-28 and Willow Tree safeguarding bid were approved via Governor Hub prior to this meeting.	**Chair/ Christophe McBride** **Education Committee (agenda)**

	Terms of office *Andrew Chappell and Liz Leeman are coming to the end of their term of office. Andrew has offered to stay on for another year, and Liz is speaking to the Chair regarding next steps. The Chair of governors will follow up.*	**Chair**
9.	Growth update – CONFIDENTIAL – see part two A minutes	
10.	• Director of Education appointment – update Post to Governor Hub 17th March 2026 - *I am writing to update you on the recruitment process for the Director of Education role and to advise you that we have paused this process whilst we work through an important growth development.* *As you will be aware, the trust has been in early-stage conversations with a couple of local organisations regarding potential partnerships. These discussions have developed more substantively than anticipated, and as a result the Executive Team has been giving careful thought to how our executive leadership structure needs to evolve to reflect the scale and ambition of where the trust may be heading.* *It is our view that proceeding with the Director of Education appointment at this stage now carries a risk of creating a structure that does not fully address our needs under this development. Therefore, it would be unfair to appoint someone into a role whose shape and scope may change significantly in the short to medium term. For the previous reasons given, we do still need to consider how we best support our existing primaries/future primaries and still pursue growth ambition in the most effective way.* *We will be setting up a meeting of the Growth working party as soon as we can to give a fuller update to include options to support Primary. That committee will then report formally to the full Board at our next meeting in April.* • Executive pay policy and terms and conditions To be discussed in the Trustee only section of the meeting. • Support staff pay The COO advised the Board that some other local trusts were paying the proposed pay award to support staff now rather than waiting for final approval and requested the board consider doing the same. Rationale being it is better for staff to have the money now. If a higher award was subsequently approved, the difference would be backdated. A Trustee explained that they had previously been told this was deviating from the green book by legal team and the unions were unhappy as the members were being consulted at the time. Furthermore, if a lower award was agreed then there would be an overpayment as a result which would need to be paid back. The COO explained none of the schools are heavily unionised. The aim was to be kinder to staff.	

	Trustees discussed the risks associated, supported the sentiment but decided to await formal agreement. For information: On previous local government pay agreements, given minimum wage increases, SP1 was removed from the scale and SP2 is being removed this year. This impacts some midday supervisors and cleaning staff in the Trust. They will move to SCP3, which is the start of the pay range for teaching assistants. Some local Trusts have reviewed and amended their bandings to keep appropriate ranges for other staff. The COO has reviewed with Judicium, and they said they didn't see a need for a change given TAS had a range of points. Hertfordshire Council are also not changing their scales at present. Head of HR at HFL felt that a full review of NJC scales will take place when the SSSNB was established. It was agreed that the COO would monitor.	
11.	Resources Committee update – meeting 11th March 2026. Chair highlighted key points of business. • Spring budget reforecast approved – Approved • Budget assumptions and in-year surplus target agreed - agreed • SRMSAT submission confirmed – completed • Schools are on track for Estate plans • Year three is in budget deficit.	
12. .	Confirmation Trust management accounts received and reviewed – available via Governor Hub. No questions received	
13.	Education Committee update – meeting 10th February 2026. Chair highlighted key points of business. • Attendance was reviewed and there is a significant amount of work being completed. • SEND – there continues to be strong support. The LA is holding the Trust as an example of good practice. • Harmonisation of curriculum – the Trust is moving towards a harmonised curriculum because of more schools joining, working collaboratively and digital improvements. This is now a standing agenda item. DfE meeting update: The Trust was invited to meet with the DfE regarding the low GLD in early years and the low attendance. They were confident that there is impact from the work being completed. The DfE acknowledged that the Trust's low GLD and low attendance figures are materially affected by the high proportion of children who do not speak English as a first language, and that the Trust demonstrates strong catch-up by the end of Key Stage 1. The quality of the Trust's presentation was commended, and the DfE expressed confidence in the impact being achieved. Officials confirmed they were particularly interested in the Trust's approach to closing the gap between pupils in receipt of Pupil Premium	

	and their peers, which was the primary focus of the attendance conversation. The Trust produces shadow attendance data to account for cultural and religious factors, including periods such as Eid during which attendance across some schools drops significantly. The DfE explicitly indicated a desire to support the Trust's growth, noting that well-managed agile trusts of this kind are the structures they want to see operating in the sector. Trustees fed back that the Ofsted inspections are focusing on closing the gap between children in receipt of Pupil premium and the rest of the cohort. The COO explained that it was a very positive meeting with the DfE, and they can see the impact the Trust is having regardless of the data. *The DfE letter will be posted to Governor Hub for review by Trustees.*	**CEO**
14.	Willow Tree Transition Board update. Chair highlighted key points of business. The Executive Team and HT are making a huge impact for children. External reviews are tracking the improvements. Literacy and maths are improving over time. There have been developments with the SENCo role from September for budgetary reasons and for development. There is one teacher to be appointed for September. There were 19 places allocated for reception and 60 children are leaving. There is likely to be 25 children by the start of the year. Pupil numbers overall have increased since the October census. 20 children have joined the school. There are not as many children leaving. The current nursery and reception classes are running together but there have been children turned away due to a lack of places. An experienced nursery teacher has been appointed. This means that the nursery can admit more children. The Trust has introduced 30 hours and there is a media campaign to support. There have been three ECT's appointed. A Trust video is being sent to ask if any members of staff would like to move to WTP and then there is another ECT who could take the place at the original school. The Transition board has met with the staff and there was positive feedback regarding the support being offered and there were further requests for support. The HT is working with the parents to try and strengthen the partnership although it is a large shift in culture. The HT has fed back that the Transition board has supported development. We are estimating that the school budget will be overspent at the end of the year by approximately £40k. Close monitoring continues. This deficit	

	will be covered by Brought forward funds from the maintained school. We will start work on the 2026/29 budget but are expecting to continue to draw on reserves to support the school. Trustees noted that this position was not unexpected given the school's context, and that the investment is considered justified given the school's improving trajectory and rising pupil numbers. The Trust is satisfied that the budget position is being managed responsibly and that the school's long-term financial sustainability is improving.	
15.	Trust Plan Review The CEO gave a verbal update alongside the report via Governor Hub. Digital has been a focus for infrastructure, workload and children's understanding. LHS and BFS infrastructure is fine. CTS need a significant upgrade and will cost around £55,000. There has been a tender with RM, so the costs are agreed. There may need to be some funding from the reserves. It is being reviewed at present. An audit is taking place at WTP, and it will be a capital project. There has been a review of whether the devices are working effectively in the school and meet the needs of the user. There needs to be a change in culture regarding the approach to the devices in school. The PedTech partnership continues to work with the Trust. *Christophe has volunteered to help with his digital experience. The CEO will speak to him outside of the meeting.* The digital platform will have an associated cost of around £50,000 and will be put in place this term. This will be funded from reserves. *The Trustees delegated the authority for approving the spending from reserves on digital to the Resources Committee.* Two policies will be approved via Governor Hub.	**CEO/ Christophe McBride** **COO/ Clerk (Resources Committee)**
16.	Risk Register – review of high risks Succession planning for the local boards – the Chairs have indicated they will not be in post long term. *External shocks being added were considered and it was agreed to include the high-level risk although it cannot be mitigated at present. The Executive Team were asked to review.* The Trustees were confident in the risks identified.	**CEO/ COO**

17.	Date of next meeting Inclusive MAT Education Committee — 09/06/2026 — Tuesday — 7pm Inclusive MAT Resources Committee — 24/06/2026 — Wednesday — 11am Inclusive MAT Trust Board and social event afterwards — 16/07/2026 — Thursday — 6.30pm	
18.	Items to be taken to Education Committee, Resources Committee or Local Governing Committees from the meeting	
19.	Any other Business – none requested at the beginning of the meeting. 8.30pm The CEO and COO left the meeting.	
20.	Trustee AOB Session – Sharon, James to leave – CONFIDENTIAL – SEE PART 2B MINUTES	
Close	8.52pm	

Inclusive MAT Education Committee	09/06/2026	Tuesday	7pm
Inclusive MAT Resources Committee	24/06/2026	Wednesday	11am
Inclusive MAT Trust Board and social event afterwards	16/07/2026	Thursday	6.30pm

Supporting Documentation to Agenda

7. Matters Arising

Agenda No	Action	Person Responsible/outstanding
Actions from Trust Board meeting – 4th December 2025		
7	Sign the minutes via Governor Hub	Chair - completed
9	Complete board declarations for 2025/26	Christine Cornwall
9	Complete Companies House registrations	Christine Cornwall, Seb Gray, Sally Newing - completed
9	Members to complete Companies House registrations	Members (at AGM) - completed
9	Add Companies House registrations to AGM agenda	Clerk - completed
9	Complete Safer Recruitment training	Tiann Madden - completed

9	Approve terms of office for Morgan Bone, Sanjay Mazumder and Sally Newing at the AGM	Members (at AGM) - completed
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) - completed
9	Update on Trustee recruitment process via Governor Hub for two new applicants.	COO/Clerk - completed
15	Update Diversity, Equity and Inclusion policy to explicitly reference psychological safety	CEO - completed
15	Approve final versions of admissions policies for 2026/27 via Governor Hub	Trustees (via Governor Hub) - completed
Actions from Emergency Trust Board meeting – 10th February 2026		
	Update declarations of interest on Governor Hub to remove reference to daughter as teaching assistant	**Andrew Chappell** - completed
	Ensure executive pay policy and terms and conditions are in place as part of the Director of Education appointment process	**Christine Cornwall**

11/13. Policies to be approved

Document Title	Owner	Category	Valid Until
Resources Committee			
Charging and Remissions Policy	Sharon Carlyon	Resources Committee	31/03/2026
Reserves Policy	Sharon Carlyon	Resources Committee	31/03/2026
Education Committee			
Inclusion Policy	James Roach	Education Committee	30/10/2025

Trust Actions from Annual Planner – Spring Term 2025/26

Trust Action	Status / Deadline
Complete Spring census	Spring term

Complete and submit the audited accounts return online form	By 31 January 2026
Publish 2024–25 audited financial statements on Trust website	By 31 January 2026
Determine admission arrangements for entry in September 2027	By 28 February 2026
Publish admissions appeals timetable for 2026 on Trust website	By 28 February 2026
Publish admission arrangements for September 2027 on website and send copy to local authority	By 15 March 2026
Complete and submit SRMSAT	By 15 March 2026

17. Dates

Inclusive MAT meeting dates 2025-26

Inclusive MAT Meeting	Date	Day	Time
Inclusive MAT Education Committee	09/06/2026	Tuesday	7pm
Inclusive MAT Resources Committee	24/06/2026	Wednesday	11am
Inclusive MAT Trust Board and social event afterwards	16/07/2026	Thursday	6.30pm