

TRUSTEES MEETING
HELD AT Cherry Tree school ON Thursday 21st March 2019 at 7pm

ATTENDEES	JAMES ROACH (JR) – CEO & Trustee ANDREW CHAPPELL (AC) - Trustee LIZ LEEMAN (LL) -Chair – Trustee ALIA AZIZ (AA) - Trustee
APOLOGIES	JESSIE BRUCE (JB) – Trustee RICHARD JONES (RJ) – Trustee & Vice-Chair
IN ATTENDANCE	SHARON CARLYON (SC) – Company secretary, COO, CFO Jo Hart (JH) – Finance manager (left at 8.18pm) Emma Lad – Clerk LIZ REDMAN - observer
DOCUMENTS CIRCULATED PRIOR TO THE MEETING	<ol style="list-style-type: none"> 1. Minutes from last meeting 31.1.19 (Agenda item 5/6) 2. LGC minutes (Agenda item 7) 3. LGC approved local policies (Agenda item 7) 4. JARV – CTS/BFS (Agenda item 7) 5. Financial reports for DEC/JAN – including governor questions (Agenda item 8) 6. 3 year forecast report package (Agenda item 8) 7. Staff structures for 2019/20 package (Agenda item 8) 8. IMAT CEO report (Agenda item 9) 9. IMAT plan 2018-19 (Agenda item 9) 10. PESTLE (Political, Economic, Social, Technology, Legal and Environmental) analysis Feb19 (Agenda item 9) 11. IMAT COO report (Agenda item 10) 12. Policies for approval – IMAT behaviour principles; IMAT Curriculum principles; Redundancy (including questions from LL) (Agenda item 11) 13. Schedule of delegation (Agenda item 11) 14. Risk register March 2019 (Agenda item 11) 15. Trustee induction (Agenda item 13) 16. Invite to the Man of the Docks Exhibition (for information) 17. IMAT annual planner (for information)
Distributed at the meeting	<ol style="list-style-type: none"> 1. Updated re forecast 2018/19 (Agenda item 8) 2. Other Expenditure report (Agenda item 8) 3. Cash flow (Agenda item 8) 4. EYFS support package (Agenda item 9)
	Beechfield School – BF Cherry Tree School – CT Laurance Haines School – LH LGB – Local Governing Board Governor challenge is highlighted in yellow <i>Governor actions are highlighted in italics</i>

Meeting started at 7.10pm

Signed (Chair):

Date:

Page 1 of 8

		ACTION
1	Welcome and Introductions – the meeting was quorate. The meeting welcomed Alia Aziz who has now joined the Trust as a Trustee.	
2	Apologies for absence and acceptance of those absences Becky Blackstaffe has resigned from the Trust board. The clerk will update Governor Hub accordingly and make school admin aware. The Trustees accepted her resignation and recorded their thanks for her contribution to the IMAT. Apologies were sent by Jessie Bruce and Richard Jones.	Clerk
3	Declarations of Conflicts of Interest – Any other business – confidential item – Liz Redman, SC and JR to leave	
4	Notice of Any Other Business – CONFIDENTIAL ITEM	
5	Minutes of the meeting held on 31st January 2019 Minutes were approved and signed by the chair of the Board	
6	Matters Arising from the meeting 31st January 2019 Item 6: <u>Capita system GDPR compliance</u> - There are three different types of data which have been reviewed: <ul style="list-style-type: none"> • Historic pupil data - Trustees approved the removal • Nationality – the DFE no longer requires the Trust to collect but it is used at LHS to support interventions for specific nationality groups not covered by the EAL data – Trustees approved the removal and use of languages spoken instead for LHS. • EAL data – this will continue to be collected 	
7	Matters Arising from LGCs – <ul style="list-style-type: none"> ○ <u>Governor visits</u> RESPONSE: Trustees are happy that the systems at each of the schools are working effectively at present. The LGC's and clerk need to ensure the impact of the governor visits is appropriately captured. ○ <u>Annual H&S report</u> RESPONSE: Governors were asked to support the completion of the Annual Audit with the site manager and HT. They can continue to complete the termly checks. Governors were asked to use the review format documents available on governor hub. Clerk to get annual and termly reports and check with Sharon before forwarding to the LGC's. ○ <u>Exclusions training</u> to be booked for the Summer term – clerk to speak to LGC's. ○ <u>Secondary places allocation support</u> RESPONSE: The Trust does not support the tutoring of children to test in line with the local Watford- wide school's agreement. Fundamental to the Trust principles is a nurturing approach and children are therefore supported to meet national expectations both educationally and holistically. JR will send a letter to the LGC's to clarify the Trust's position and outline the support which is already in place for children regarding testing and preparation. 	Clerk (LGC items) JR
8	Finance Update <ul style="list-style-type: none"> • <u>Clarification of production and review of management accounts.</u> Below is the relevant section from the Academies Financial Handbook: <i>Budget monitoring – The trust must prepare management accounts every month setting out its financial performance and position, comprising budget variance reports and cash flow forecasts with sufficient information to manage cash, debtors and creditors. Managers must take appropriate action to ensure ongoing viability.</i> 	

Signed (Chair):

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Management accounts must also be shared with the chair of trustees every month irrespective of the size of the trust, and with the other trustees six times a year. The board must consider these when it meets. The board must ensure appropriate action is being taken to maintain financial viability including addressing variances between the budget and actual income and expenditure.

- Review January Management Accounts –

Initial Questions and answers are available via governor hub

T: Iris, have we spent the MAT development grant fund?

SC: We have Iris budgeted in the grant application paperwork but actually we are looking for a more appropriate video system which can support with staff coaching. The two systems which have been reviewed have not met the needs of the Trust. The grant has to be spent by August 2019 and we will ensure a suitable system has been procured.

T: MAT training day, over budget?

SC: We had to go to a hotel due to the amount of staff invited which had not been previously budgeted for.

T: Apprenticeship levy, do we have systems in place to use the funds?

SC: The Trust only met the threshold when Beechfield and Cherry Tree joined the Trust. We are currently looking how best to use the levy.

- Re forecast 2018/19

The re forecast has been reviewed line by line to ensure all the changes during the year are in place. The Trust overall is predicted to be £200,000 better off than originally budgeted. JH outlined the main changes being an amalgamation of revisions to budget assumptions, together with updates to the processing of the MAT Development Grant, staff structures and pupil numbers in key areas.

- Updated re forecast – distributed at the meeting

- JH explained that the changes in staffing were slow to come through from each of the individual schools. Meetings with each of the HT's have taken place and this has allowed for a more accurate picture. We are continuing to work with HTs to ensure the accuracy of this information.

- SC explained that there is a frustration for the finance team with the schools as the information provision and verification is often inaccurate and not timely. However, there is upskilling taking place at present and the role of School Business Officer for CTS has been advertised which will support the process.

As a result of the continued focus on improvement this remains an amber area on the Trust risk register.

T: BFS have saved the most money this year. Should we as Trustees be concerned that their results also need to improve, for example, they have a JARV grading of 'requires improvement' in the EYFS?

JR: Staff have resigned as a result of their performance being challenged. We will be putting extra support in place for BFS to ensure there is an improvement in provision and Trustees will discuss later the level this support should be funded to.

The Trustees approved the use of the reforecast to report to the EFA on the 2018/19 budget

- Future budget report

- The Trust received the actual budget statements for the 3 schools

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	<p>and adjusted 3-year forecasts just before the meeting. These reflect the additional GAG funding of £137510 across the Trust due to the DfE amend weighting factors which would could not have been forecast previously.</p> <ul style="list-style-type: none"> o Cash flow was distributed to governors at the meeting. <p>T: Other expenditure, why are there variations in the spending across the three schools?</p> <p>JH: A report of the expenditure was distributed at the meeting. The report was explained to Trustees at the meeting and it is mainly due to changes in contracts which vary by school.</p> <p>SC presented an updated Annex K which was produced initially for the MAT Development Grant. It is a format we could use going forward to benchmark the schools and highlight changes to the financials. SC and JH will work with Trustees to decide which KPIs within Annex K will be best to monitor. SC is investigating how best to include nursery numbers.</p> <p>JH: We have completed a lot of work in advance this year and in the summer, we can add in the figures with confidence. Each school has been reviewed thoroughly and so when completing the four-year forecast, we can see that the Trust will be in surplus.</p> <p>SC: We have agreed the staffing baseline for the schools and we now need to see what additional support we can add in within the financial predictions.</p> <p>JR: Each school has different areas for improvement. At LHS we need to improve the EYFS. BFS there are pockets of good teaching and we need to increase the number of children in the school. CTS, we need to increase staff flexibility. We need to decide how much of the budget we want to add into BFS to support results.</p> <ul style="list-style-type: none"> • <u>Budget Assumptions</u> - explained for the next four years. SC explained that there is a risk we may not see a comprehensive spending review if government continue to debate the Brexit agenda. Our risk register has been updated accordingly. Budget assumptions have been discussed with finance leaders in our local secondary settings. The majority have not included the continued payment of the pension grant. The majority have assumed, like us, 2% increase in income and staff salaries. • The forecast shows both CTS and BFS with in year deficits and continuing to rely on reserves. • <u>Staff review 2019/20 CONFIDENTIAL</u> <p>The Trustees thanked Jo Hart for her work and the finance report</p> <p><i>Jo Hart left at 8.18pm</i></p>	
<p>9</p>	<p>CEO report to Trustees</p> <ul style="list-style-type: none"> • <u>Review of the Trust SEF</u> EYFS: T: How bad is the JARV evaluation of EYFS on the reputation LHS and BFS? JR: The external reputation will be unaffected by the school's JARV judgement. The judgement is an internal evaluation, with its purpose being to highlight areas to focus support, development and challenge. However, as this is indicative of the grading Ofsted would likely give us, should they come and this be the result, this would have an external impact. T: Is this creating a barrier on pupil numbers? JR: Not in the short term, however as noted, if this was an Ofsted 	

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judgement, pupil numbers would undoubtedly be impacted upon.

JR updated Trustees on the plan in place to ensure a good quality EYFS team is in place in all three schools.

A report was distributed at the meeting explaining the external EYFS package which has been negotiated to support the schools through evaluation of current provision and a bespoke training package, at a cost of £7,672.50. This was welcomed by the Trustees and will be implemented in September when the new EYFS leadership is in place.

T: Will there be measurable outcomes in place to evaluate the success of the expenditure?

JR: Yes. Once the individual EYFS JARV's have taken place we will be able to provide an action plan to support improvement.

T: Are the results of the JARV generally a concern?

JR: We do not think there is a concern at the moment. Overall, the reports are very positive and reflects how we thought the schools were progressing. It backs the USP of the nurture principles. EYFS is bringing the ratings down for the other areas as you cannot have outstanding teaching and learning when the EYFS requires improvement. Once there are improvements in EYFS the rest of the gradings will be impacted in a positive way. It is absolutely important to recognise the development points but we must also rightly celebrate the numerous positives in these reports.

The Trustees particularly noted the improvement to the JARV evaluation at Cherry Tree.

The Trustees reviewed the areas which should be included in the Trust SEF to reflect the journey and impact the Trust has had. The other reports will sit behind this to support the judgements rather than trying to include all the information in one document.

Trustees asked the clerk to pass on their thanks for the fantastic work in the schools in particular the art exhibition, podcasts and the Woodland Trust Gold award.

The Trust is currently supporting a new in post headteacher. Giving support in this way may provide opportunities for Trust expansion. Once there is more information available JR will update Trustees

- PESTLE Analysis

The conference which was attended by some Trustees was very helpful and a PESTLE analysis which summarises the Trust position has been. JR explained this will be one of the central documents reviewed on Trustee day.

Whilst fundamentally the conference produced little new information it was helpful to support a refocus and in particular highlighted the power of using consistent and positive language to communicate with all stakeholders.

- Trust Plan update – to be a standing item

Trustees fed back on the format and found the RAG rating a helpful way to evaluate and understand progress.

JR explained some of the KPI's (particularly the red) are due to timescales and not starting/having had enough time to complete actions associated.

There is some work being completed with BFS and CTS to support reporting of projections. BFS has had a drop in predicted data outcome

Clerk (LGC item)

JR

Signed (Chair):

Date:

Page 5 of 8

	for this academic year meaning results are likely to fall below national levels but there will still be a 10% improvement on last year's results which is positive.	
10	<p>COO report to trustees</p> <ul style="list-style-type: none"> <u>Catering</u> – The proposed contract submissions are being reviewed. Agenda item for next meeting <u>Staff absence insurance</u> SC asked whether the Trustees felt the insurance was necessary as it is very expensive. The company used at present provides a good service as it also has a wellbeing package which is extensively used by staff. Trustees felt this was an important resource for staff and necessary for staff morale. <p>HFL and ISBL have recommended a new entrant company, Education Mutual. To ensure due diligence SC has carried out the appropriate checks but has not been able to find them registered with the appropriate bodies. SC contacted HFL but they have been able to provide due diligence assurances. A 3rd company has been identified to quote for the renewal. Once the quotes have been received SC will investigate further and report back to Trustees.</p> <p>T: How often do we pay them as we would need to calculate the risk of using a new company? SC: We would have a termly risk associated.</p> <p>Trustees discussed self-insurance and it was suggested that in light of current large contract reviews and projects a full evaluation of this option take place in 2020/21</p> <ul style="list-style-type: none"> <u>Disruption of gas and electric at LHS</u> – The school had to close for one day due to unrelated issues with the services to the school. The school is now running and the Trustees would like to thank the staff and especially the site manager for their hard work supporting the school through this difficult time. CTS – Asbestos removal CIF funding SC explained the need to register for an asbestos licence in order to ensure the timely commencement of works if and when the bid is approved. If the bid is not successful then the licence lapses, however, without the licence the work cannot go ahead. Approval of the yearlong project will mean an application for planning permission for the two temporary classrooms. Initial works are scheduled for the nursery areas to mitigate impact on the whole school. T: How will this be communicated to parents? JR: We will communicate as soon as we have confirmation and a firm project plan. 	Clerk (Agenda Item)
11	<p>Policy/Document approval</p> <ul style="list-style-type: none"> <u>Trust Curriculum Policy</u> – approved by Trustees <u>Trust Behaviour Policy</u> – approved by Trustees <u>Redundancy Policy and review Staffing reductions guidance</u> - Approved by Trustees with minor amendments <u>Scheme of Delegation</u>- Education Standards – approved by Trustees. To be shared with the LGC's by the clerk <u>Risk Register</u> –revised entries to the register were noted by trustees Fraud risk assessment – Whilst there are certain elements already 	Clerk (LGC agenda item)

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	<p>within our risk register this will be fully reviewed in light of the newly updated DFE document and reported to trustees at the next meeting.</p> <p>https://www.gov.uk/guidance/academies-guide-to-reducing-any-risk-of-financial-irregularities?dm_i=2VPK,UROA,6IQE8P,36TBC,1</p> <p>A full review of the Financial and Economic section has been undertaken and following advice from the CST, Brexit risks have been added to this section. Some have been rated red.</p> <p>SC and the chair will review further and report back</p> <ul style="list-style-type: none"> • <u>Verbal update on Admin of Medicines and Asthma Policies</u> Lizzie Butler has updated the policy and identified slight differences in the individual school's procedures. There is a working party from across the three schools who are reviewing the procedures and ensuring the action plan has been completed. There will be a report next meeting and the policy will be available for consideration by the Trustees. • Parent/Carer Code of conduct – HT's have reviewed and approved a trust wide code. The Trustees were shown for information only. The clerk will take to the LGC's • Relationships and sex policy update with new guidance in September 2020. The Trustees discussed the changes which are likely to be put in place after the DFE consultation. The process which is in place at the moment was explained to the Trustees and the impact this has on the school. The Trust will work with the statutory requirements and families to support the teaching ensuring they are sensitive to cultural sensitivities. <p>Clerk to send the information from The Key.</p> <p>The risk to the trust of parental action in opposition to elements of the education was discussed (e.g. demonstrations and withdrawing pupils).</p>	<p>SC/Chair</p> <p>Clerk (Agenda item)</p>
<p>12</p>	<p>Member/Trustee recruitment Academy Ambassadors have been approached. There are three possible applicants who the CEO and COO are contacting. Liz Redman is observing the meeting with a view to progressing an application to join the Trustees.</p>	
<p>13</p>	<p>Trust training plan including induction programme</p> <ul style="list-style-type: none"> • Complaints training is booked for the 28th March for the Trust at Beechfield school 7-9pm. All Trustees were invited to attend • Exclusions – the clerk and development governor will organise for the summer term • The Clerk will add the safeguarding courses to Trust Governor hub page • Andrew has completed online safeguarding training. • Draft Induction pack – being trialed with Alia Aziz at present • It was noted that the HfL Governor subscription will include on line training through an association with Modern Governor. 	<p>All Trustees</p> <p>Clerk</p> <p>Clerk</p>
<p>14</p>	<p>Any other Business</p>	

Signed (Chair):

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	Liz Redman, SC and JR left the meeting 9.17pm CONFIDENTIAL ITEM	
15	Date of next Meeting: See below Academy show – JR to put details on governor hub.	JR
16	Items to be taken to LGC from the meeting <ul style="list-style-type: none"> ○ <u>Exclusions training</u> to be booked for the Summer term – clerk to speak to LGC's. ○ The Trustees particularly noted the improvement to the JARV evaluation at Cherry Tree. ○ <u>Scheme of Delegation</u>- Education Standards – approved by Trustees. To be shared with the LGC's by the clerk ○ Parent/Carer Code of conduct – HT's have reviewed and approved a trust wide code. The Trustees were shown for information only. The clerk will take to the LGC's 	Clerk

Meeting ended 9.24pm

Item 18: Dates for 2018/19:

7pm	Beechfield	Monday 25/03/2019
7pm	Laurance Haines	Tuesday 02/04/2019
7pm	Cherry Tree 720 WD24 6ST	Wednesday 03/04/2019
7pm	IMAT	Thursday 16/05/2019 changed to Tuesday 14/5/2019
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 changed to Monday 17/6/19
10a m	IMAT - Governors day – No clerk	Thursday 11/07/2019
10a m	IMAT - Trustee day – No clerk	Wednesday 17/07/2019 changed to Tuesday 16/7/19

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