



PRIVATE AND CONFIDENTIAL

LAURUS TRUST

TRUSTEES' MEETING

Clerk: Mrs R Clare

Meeting: Wednesday 27 February 2019 at 9.30am

Venue: Trust Offices CHHS

In attendance: T Little, C Nevin, L Magrath, L Elias, C Fisher, D Brown, P Benton, M Vevers, G Theobald, L Woolley, R Kumar, W Mason, D Kershaw, N Burgess, D Woolley.

MINUTES

Item	Title	Action
1.	Apologies for Absence and Welcomes The Chair welcomed Trustees to the meeting. Apologies for absence were received for J Singleton. J Singleton was unable to attend the meeting due to her own college having an Ofsted inspection.	
2.	Declarations of Interest There were no declarations of interest in any items on the agenda. L Magrath reported her resignation as a Trustee due to the recent advice from the DfE for CEOs to not be Trustees.	
3.	Minutes of the Trustees Meeting 6 November 2018 The minutes of the Trustees meeting on 6 November 2018 were approved as an accurate record. The Chair thanked the Clerk for the comprehensive minutes of the meeting. The Chair reviewed the actions from the previous meeting. It was reported that the action to create a Pay Committee Terms of Reference was not required, as they were already included in the Pay Policy documentation. D Brown reported that the Trust has arranged a meeting with JCA in relation to the Disciplinary Policy. The policy is under negotiation as the Trust will not accept the model policy.	
4.	Management of Trust Growth Risk Register ○ Prevent Duty D Brown reported that the Prevent Duty is included in the wider Trust Safeguarding remit. Each individual school has their own Safeguarding Policy. D Brown informed Trustees that within Stockport, there are more far right groups than Islamic Extremism. Work with Students on the Prevent Duty takes place in PHSE and Belief and Values lessons. The work with students in the Belief and Values lessons	



is about ethos and people's differing views. The school can use the Channel Process to phone a concern through and seek advice and support. All staff and governors are thoroughly trained on the Safeguarding Policy and Training.

Q: Do we have a lot of issues?

No, it is incredibly rare that the school has a concern due to the climate created in school. The school has made a couple of referrals that have turned out to be nothing. Staff look out for signs of extremism through a student's behaviour, views in an essay, graffiti, doodles or reserved behaviour. The IT department monitor the search engine and key strokes within word documents on computer searches so school can pick up on individual accounts. If key strokes or words in the search engine are picked up then an alert is sent to W Searle who is the Safeguarding lead.

Q: Do school look out for a child if they become removed or silent?

Yes, the staff have training on this and know their students well so can pick up on a student becoming more withdrawn.

Q: What are the schools views on the Prevent Duty?

D Brown reported that the Trust has found the Prevent Duty to be a positive process and has worked well for the Trust. Good advice is received from the Prevent phone line. Staff and governors have been alerted to the far right groups around Stockport and to look out for particular trainers, logos and behaviour. C Nevin is part of the Police Prevent Group and is able to share information with the Trust.

Q: Can you monitor students outside of school?

No, the school relies on searches of Facebook, parents and friends to share information. It was confirmed that M Stewart visited the Dixon Academy Trust to understand how they monitor students behaviour on the computers in school and had found that the system the Laurus Trust use is much better.

Update on new schools

Cheadle Hulme Primary School

Cheadle Hulme Primary School will easily fill their 60 places for next year. Trustees were informed that the neighbouring Oak Tree Primary school had been inspected by Ofsted and was turning to a 'Good'. L Woolley stated that it would be beneficial to work with a 'Good' school. CHPS was being removed from the Nursery Admissions so they can carry out their own arrangements after September. The benefits of having their own admissions would mean that they can better plan for staffing. L Woolley shared an organogram and explained that the Trust were looking to grow the Primary element of the Trust.

Q: How many Nursery places are there?

There are currently 34 places of which many want wrap around care. L Woolley stated that people find it difficult to understand that it is a day care Nursery, situated on a school site and a place at the Nursery didn't mean that a place was guaranteed at the school.

Q: Economically does it balance?

Yes, it can balance by having our own admissions and having a low, but quality



group of staff. Trustees were informed that E Perry, Operations Manager, had been a valuable source of in house expertise for the working on the Nursery.

Q: Where do the Nursery places come from?

Most were local residents and there were some staff children and grandchildren.

Gorse Bank

Gorse Bank were looking to add a pre-school, this would allow the school to secure future places as there is a lot of competition amongst schools in Wilmslow. The Trust are looking to secure a play worker and are looking to work with colleges to secure a Kids Club Manager for Gorse and additional Play Worker and are looking to work with colleges as recruitment of high calibre staff for these roles can be challenging. .

Laurus Cheadle Hulme

The keys for the new building will be handed over on Friday 1 March 2019. The building will then be finalised over the next three weeks. An Open Day event will take place on 1 April 2019 from 17.30 until 19.30 for current Year 7 pupils and parents. Trustees were invited to attend. M Dickinson will attend the session to provide a creative writing element for pupils. On 25 April 2019 there will be another Open Day session for successful Year 6 and potential Year 5 pupils. G Theobold reported that 10 new staff had been appointed and there were 3 more to appoint. Due to the timing, an appointment had not been made in boys PE but will be re-advertised. Trustees were informed that there were 810 applications for the school for 210 places. It was thought that the 210 places will be located closer to the school than in the previous year. L Magrath confirmed that D Hines will attend the Opening Ceremony of the school. G Theobold explained that there was an elective assembly this morning for awards in oracy and reading and the students were amazing. There is a 'Music through the ages' performance taking place at the end of the term and lots of trips taking place.

Laurus Ryecroft

It was reported that there is a lot of building activity currently going on at the Laurus Ryecroft site. The builders are starting to get the foundations ready and the plan is for the steel frames to be built in March. M Vevers reported that the outdoor space for next year will be tight, but the indoor space will be fine due to the extra classroom space that L Magrath managed to secure. M Vevers reported that there were several staff moving from CHHS to Laurus Ryecroft but there was flexibility in the timetables due to currently there being only Year 7 at the school. The school received 200 first choice applications for 150 places. There will be 50 appeals of which M Vevers will sit on, but it will be the Appeals Committee that makes the decision.

Q: How much does the Laurus brand resonate in Tameside?

M Vevers reported that there is a buzz around the school and people in Droylsden were certainly aware and talking about the Trust.

Q: How do people refer to the school?

Either Laurus Ryecroft or Laurus.

Q: What makes people apply?

M Vevers explained that it was clarity over the quality of the offer and quality of the other schools within the Trust that made people apply.



Q: What have you learnt?

We have learnt that it is the MAT that people want to be a part of and the links with the other schools within the MAT. Although part of a larger MAT, parents and students want a community school. L Magrath stated that it had helped having CHHS and Gorseley Bank for potential applicants to visit until the new schools were open. It is helpful to have student ambassadors for the Trust.

Q: What are the relationships like with neighbouring schools?

M Vevers reported it was mixed. L Magrath spoke about a previous Deputy Head that she had worked with, who is now Head of a Greater Manchester Trust and had met on a Secondary Educators Course. She was a fellow NLE and had agreed to write a report on Laurus Ryecroft in exchange for one of her own school. C Nevin stated that he had attended the Laurus Ryecroft Parents Evening and had spoken to parents about the Laurus Trust Brand. M Vevers confirmed that this had been useful and thanked C Nevin for his time.

Laurus Didsbury

D Woolley confirmed that he will be getting the keys for the Laurus Didsbury on 5 August. The builders are currently 13 days behind schedule but are working weekends to catch up. The ESFA have confirmed that it is the fastest secondary building of its size. It was reported that 707 applications were received and 357 first choice. D Woolley reported that he is currently working on a strategy to handle the disappointment of not getting a place. It was anticipated that there may be some forceful parents and the appeals may last three days or more. D Woolley reported that the school is one teacher short of a full cohort. Some of the staff have moved from CHHS and the Altius Alliance.

Q: How many places are there at the school?

There are 210 places.

It was reported that Didsbury High School had also had a high volume of staff applications.

Cheadle Hulme High School

D Brown informed Trustees that CHHS had recruited well for next year. Staff had been recruited from the Altius Alliance and other Stockport schools. Cheadle Hulme High School has recruited a Physicist specialist. L Magrath explained that it was her duty to look across all schools to ensure that they are all appropriately staffed.

Q: What are the biggest concerns across the Trust?

One concern is managing finance with the implications of the increased pensions cost. However, whilst the schools are oversubscribed the Trust will continue to be appropriately funded. L Magrath explained that A Law's support had enabled the Sixth Form to be in a good position as many school Sixth Forms were struggling financially. Also a concern was losing key staff. It was reported that two staff had returned from a recent sabbatical and one would join Hazel Grove High School from September (subject to Hazel Grove High School joining the trust) and the other was joining Laurus Ryecroft. The Chair of the Trustees stated that the Trust should get some reassurance as "everything that could be done is being done". M Vevers explained that the students joining the new schools, although there are



social economic differences, are aware that they are lucky as they do get many different opportunities at the Laurus Trust.

Update on projects

L Magrath reported that a Headteacher Board meeting was taking place on 28 February 2019 to discuss Hazel Grove High School joining the Trust. There is an interview with the DfE on 4 March 2019 in relation to the Northern Academy of Music & Arts free school bid. A site has been confirmed for Laurus AP free school and the Trust is waiting information in relation to the appointment of architects.

Q: Where is the site?

The site is opposite Stockport College at Wellington House.

Q: Who is going to lead the AP project?

The AP project will be led by E Warrington whose impact since her appointment has been incredible and has taken the special educational needs element of the Trust to another level through securing funding to do more with less.

L Magrath confirmed that the AP, and NAMA will be within a similar timescale. The feasibility study for Laurus AP will take 6-8 weeks. Trustees were informed that the DfE do take their time and the AP will probably open in 2021 at the earliest.

Q: Is there anything else the Trust wish to develop.

L Magrath confirmed that the Trust would like to concentrate on the 'turn-around' project next. A further update on the progress of the projects will be discussed at the next meeting.

LM

Proposed revised Scheme of Delegation

L Woolley explained that a proposed Scheme of Delegation was uploaded in advance of the meeting to Trust Governor for Trustee comments. It was explained that the Scheme of Delegation had been reviewed in light of the new Ofsted Framework. The Scheme of Delegation had been refined and particularly in relation to Gorsey Bank and the lines of accountability, as they were thought to be the first school within the MAT to have an Ofsted inspection in the near future. L Woolley stated that a number of NGA and other Trust models had been reviewed to find the most appropriate model for the Trust. A working group of LM, LW, CN, WM and MV had met to go through the document line by line. The original Scheme of Delegation recommended by Browne Jacobson was ready for a 'refresh'. Trustees reviewed the model and explained that the Policy Group will continue to act on behalf of the Trust and the review of policies will be recorded in the minutes. There is an added Governance and Oversight Committee which will review minutes and the work undertaken by the Chairs of the Committees. The purpose of the LGB will be attainment and attendance going forward and will be called LGB Academy Committee. This will be phased in order to gain the support of all local governors. L Woolley explained that there will be no material changes to decisions or who is making those decisions. L Woolley requested that Trustees review page 6, holding senior leaders to account and performance management. It has been made clear that the CEO doesn't decide her own pay. There have been no changes to the financial elements of the scheme.

C Nevin stated that the Governance and Oversight Committee was necessary to have clarity across the Trust. He explained that he is looking to work with Inspiring



Governance to refresh the model and have clarity over governor responsibilities.

Q: Where is the Audit Committee on the structure?

It was explained that the trust is currently not of sufficient size (£50m revenue threshold) to require its own Audit Committee. Therefore the audit committee was part of the Finance and Resources committee and specifically met every December to hear the auditor's report and review the draft statutory accounts.

Q: Should this be made explicit to show the Audit function is a visible element of the Trust?

Trustees discussed the format of the structure and agreed that the committee would be renamed Audit, Finance and Resources.

Trustees discussed how the work of the committees can be communicated to the Trustees. It was agreed that going forward the Chair of the Committee will provide a verbal report on the highlights of the meeting using the minutes. LE

5. Academic Focus

DfE Performance Tables

D Woolley presented the academic information using the interactive DfE Performance Tables tool. He selected to look at another Stockport Secondary school, Hazel Grove High School. The following information was shared for Hazel Grove High School:

Progress 8 average: - 0.11

Entering EBACC: 17%

Staying in Education or entering Employment: 96%

Grade 5 or above in English and mathematics: 38%

Attainment 8 score: 47.3

EBACC average point score: 3.81

16-18 A Levels (56 students):

Progress score: 0.02

Average Result: B-

The following information was shared for CHHS:

Progress 8 average: 0.8

Entering EBACC: 63%

Staying in Education or entering Employment: 97%

Grade 5 or above in English and mathematics: 66%

Attainment 8 score: 57.5

EBACC average point score: 5.3

16-18 A Levels:

Progress score: 0.22

Average Result: B

The information was shared for Gorsey Bank for progress score in reading, writing and mathematics.

Reading: 2

Writing: - 0.3

Mathematics: 3.8



Pupils meeting expected standard in reading, writing and mathematics: 90%
Pupils achieving at a higher standard in reading, writing and mathematics: 21%

Q: Where do the Trust want to pitch themselves? Who do you want to beat?
M Vevers stated he would like to beat Dixons or the Trinity Trust. L Magrath stated she would like to compete with Altrincham Girls or Boys but they get £8,000 per student more. L Magrath confirmed she would like to increase the number of Oxbridge students as it was important to measure where students were starting and where they were going.

Q: Is there an ambition to get Hazel Grove Sixth Form to the same standard as CHHS Sixth Form?

L Magrath explained that CHHS continue to offer Languages even though the courses are lower numbers. It was reported that Art, Photography and Music are popular at CHHS but the space is not big enough. The curriculum could be carefully planned across Hazel Grove High School and CHHS Sixth Forms to enable both schools to do well and create a creative hub.

Electives

Reports relating to the electives across the new schools was shared in advance of the meeting. The electives have been developed using funding from A Law. L Woolley explained that for Gorseley Bank there has been a focus on the arts for all students to have specialist teaching. Manchester City in the Community have also been providing sport sessions for the children at Cheadle Hulme Primary. There is currently a benchmarking exercise taking place to see how the Trust can achieve the best quality electives for the money. L Woolley explained that Gorseley Bank have been looking to be re-accredited with the Artsmark award. It was reported that Gorseley Bank have created art opportunities within the curriculum using whole school projects such as Black History, The Great Wave and Harry Potter. L Woolley shared a visual presentation of the children's work.

Q: How shaped are the electives?

The four cornerstones impact on the shaping of the electives. A culture has been created so that all the children want to participate in the electives. There is currently a music competition for the students across all schools within the Trust.

6. Teaching School

G Theobald reported that 35 trainees started in the current cohort, but one left. It was reported that it has been difficult to place the trainees across contract schools but all have been placed. It was confirmed that they were doing well. Some trainees were brought back early to teach at the schools within the Trust, rather than being in a poorer department at another school. So far 11 trainees have been recruited for next year with a further 12 interviews planned. There has continued to be school to school support for a number of schools and continue to offer the NPQL. The Trust are currently working with Stockport College. Stockport College has recently merged with Trafford College. G Theobald confirmed that 16 trainees from last year have secured jobs within the Laurus Trust.



L Woolley provided an update on the progress with the Primary SCITT. The Trust are offering two programmes, the PGCE and one with a mathematics specialism that is awarded a bursary. It was reported that 18 applications have been received, 12 have been interviewed and 7 more have been offered, of which 1 declined and went to Gatley Primary and 1 is pending. A further two interviews are taking place this afternoon at Gorseley Bank. L Woolley confirmed that the open sessions for the SCITT have been well attended and good overall. The marketing team have helped with the advertising of the events and website development. Banners are placed in all schools across the Trust and partner schools. The trainees will be placed in a village school, church school and inner city school and it is a unique selling point that the trainees know where they will be teaching. The next steps are to develop the programme.

Reputational Development

Trustees to suggest any initiatives to further enhance the reputation of the Trust

C Nevin suggested for the Trust to produce an annual report that could go out to all parents. He suggested that the outside of the report could be Trust based, with the inside of the report being related to the school which it was being distributed to. The report could go out to all parents.

Q: I can see from the logos for each school that the wording is common but the logos are different. Is that purposeful?

Yes, it was planned that each school would have their own identity within the MAT. The Didsbury High School is routed in Manchester and therefore the Manchester bee is on the logo. The Laurus leaves are incorporated into the new schools.

Q: Does the logo answer why choose the Laurus Trust?

The Laurus Trust is recognised for being 'unashamedly academic and disciplined'. Laurus is the golden thread through each of the schools within the MAT.

Q: When will the annual report be produced?

L Magrath said the new schools need a bit longer and it was suggested that January after the first set of results from the new school may be a good time to produce the document.

LM

Recruitment Initiatives

The Trust are looking at how new recruitment initiatives can be established. The Trust recruits well and the Didsbury High School had a high number of applications. However, there are a number of business support vacancies to recruit for administrative and estates. A Graphic Designer has been appointed to work across the Trust. A HR administrator has also been appointed. It was reported that senior staff are involved in recruitment all the time. The Trust are developing a marketing campaign to be the employer of choice and sharing the advantages of working for the Trust such as the gym, nursery and support for employees.

Q: Where do members of staff come from?

The members of staff mostly come from schools within the Greater Manchester area, but not as many from Stockport schools.



7. **Business**

Policies

There were no policies for approval at the meeting.

Board resolution to agree acceptance of cheques

W Mason reported that the Trust are receiving a number of cheques for CHPS, LR, CHHS and LCH that they are unable to bank. After discussion the Trustees passed the following resolution.

Cheques received in relation to the Laurus Trust can be accepted by Lloyds Bank if they are made payable to one of the following names:

Cheadle Hulme High School
Laurus Ryecroft
Laurus Cheadle Hulme
Didsbury High School
Cheadle Hulme Primary School
Gorseley Bank Primary School
Club Laurus
Club Cheadle Hulme

Insurance

Insurance for CHHS and Gorseley Bank is due for renewal on 1 March 2019. These schools currently use commercial insurance but it is more expensive than RPA and cover is limited. RPA is much cheaper than commercial insurance but it could increase depending on how many schools make claims. The Laurus Trust has made one claim against RPA at Cheadle Hulme Primary School in September due to £16,000 worth of IT equipment being stolen due to the builders not locking up the building properly.

Q: Does RPA include cover for trustees and governors?

Yes

It was agreed to use RPA as the insurance commercial provider.

HR & Payroll System

W Mason stated that there was a need to invest in a new HR and Payroll system. The current system is inefficient for the growth from 400 to 800 employers over the next three years. The Trust have concluded on a system after due consideration. It will allow for growth and is a self-service system which the private sector use. The Trust have a grant which can be used to purchase the system for £99,000. The new system will have a yearly licence fee which is similar to what the school currently pay.

Q: How much additional funds are needed from the Trust?

A £6,000 contribution from the Trust, on top of the grant, will be required but this is already included in the budget. The new system will allow the HR Administrator role to be more analytical rather than process led.

Q: Have you considered alternative / larger companies?

Yes, they have been considered but the Trust has chosen to go with a specialist HR provider who have a system tailored for the education sector. L Magrath



explained that ITrent was purchased in 2010 and has become outdated.

Q: Will training be included on the new system?

There will be video tutorials and Heads HR will project manage the change in system as it will take six months. It was thought that training may be needed for staff while they get used to the culture change of the new system and to share expectation.

Trustees approved the purchase of the new HR and Payroll system.

8. **Date and time of the meetings for the remainder of the year**

The final meeting will take place on Thursday 6 June 2019 (AGM) at 9am followed by the Trustees meeting at 9.30am at Laurus Cheadle Hulme.