



PRIVATE AND CONFIDENTIAL

THE LAURUS EDUCATION TRUST

TRUSTEES' MEETING

Clerk: Mrs R Clare

Meeting: Tuesday 6 November 2018 at 12 noon

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

S Horseman attended for the review of the Risk Register only.
N Burgess attended as an observer.

MINUTES

| Item | Title | Action |
|-------------|--|---------------|
| 1. | <p>Apologies for Absence and Welcomes The Chair welcomed Trustees to the meeting. An apology for absence was received for J Singleton.</p> <p>➤ New LFET appointed Trustee Ravi Kumar and new Trustee appointed by the Members J Singleton R Kumar was welcomed to his first meeting as a newly appointed Trustee. New Trustee, J Singleton was not in attendance at the meeting but was also noted as a new appointment.</p> <p>➤ To appoint Chair of Trustees and Vice Chair T Little left the room. The Clerk explained that the Law Family Education Trust shall each school year appoint a Chair from amongst the Trustees. The Law Family Education Trust recommended the appointment of T Little as Chair of Trustees for a further year. T Little was appointed as Chair of Trustees for a further year.</p> <p>C Nevin left the room. The Clerk explained that the Trustees elect a Vice-Chair from amongst their number each school year. The Clerk stated that C Nevin self-nominated for the position of Vice Chair. A vote was taken and Trustees voted unanimously to appoint C Nevin as Vice Chair of Trustees for a further year.</p> | |
| 2. | <p>Declarations of Interest There were no declarations of interest.</p> <p>W Mason requested that three Trustees review their declarations at the end of the meeting to ensure their declaration forms include all directorships listed with</p> | |



Companies House.

3. **Minutes of the Trustees Meeting
7 June 2018**

The minutes of the meeting on 7 June 2018 were approved as an accurate record.

The Chair reviewed the actions from the previous meeting. The agenda has been adapted to include the four headline strategic priorities as agenda items going forward: Academic Focus, Management of Trust Growth, Teaching School and Reputational Development.

Paragraph 5 on the Laurus Vision (page 4) has been removed and the last paragraph on the Leadership Guiding Principles (page 8) has been removed as they are no longer relevant. On page 2, the first line has been changed from 'newly formed' to 'growing'.

A Trustee suggested having a link on the website for media enquiries. This has been added.

Q: Has the link been tested to ensure it is working?

Yes, there has been an instance where the Trust was contacted to provide a statement to the BBC in relation to air quality response. A short statement was provided.

It was suggested that the complaints policy is explicit regarding the reference to 'school days' as to the school days operating within term time. The policy has been updated.

The dates and times of the meetings for the year were circulated by the Clerk.

4. **Management of Trust Growth**

➤ **Risk Register**

S Horseman from PWC was invited to attend the meeting to present the Trust Risk Register for Trustees to review. It was explained that the Trustees role is to review the risks on the register and ensure the document is managed going forward. Risk is an item within the Academies Financial Handbook and explains what Trustees should be looking at. There are 15 risks on the register and they are listed in order of residual risks from the top to the bottom of the document. Included in the document was the type of risk, focus on attention, causes and reasons for the risk, the impact of the causes and reasons for the risk and the risk scores (risk score is multiple of likelihood and impact). Trustees should look at the controls in place and analyse what risk is left. There is an action and an owner of the action with a target date to be completed. W Mason is the overall owner of the document in terms of maintaining the document. Trustees should know what risks there are for the Trust and how they can be appropriately managed. This should include how they know the actions are working and establishing what actions need to be taken.

Q: Is it possible to include an arrow to show improvement/decline? Is it possible to colour code actions so they are easily identifiable to an area of the school?



S Horseman agreed.

The Chair highlighted a number of risks in the document and asked for the ambiguous references in the document to be changed. For example, the first risk used the word 'generally'. The second risk used the word 'regular'.

It was discussed that some risks relate directly to external factors that the Trust cannot put any actions in place to prevent. It was stated that it would be better for these actions to be split in two different categories, internal and external. It was suggested that the risks could be linked to the Trust Development Plan to create links and themes. It was reported that L Magrath and L Woolley sit on a group where they have direct contact with leads from the DFE and ESFA. This allows the Trust direct contact with the leads and ensures that concerns are directed quicker.

Q: The ownership of many of the risks is L Magrath, it would be better to de-centralise some of the actions over time. Who will contribute to the risk register? The risk register will be shared with the IT Director, HR Director, Heads of School and Estates Director. It was agreed that the document should reassure senior staff that issues are being addressed quickly and leaders are aware of any potential issues.

Q: Some of the risks link directly to one school, for example, if a MAT is produced in Wilmslow then this will mainly impact Gorsey Bank. Will this risk then sit on a local risk register or the Trust risk register? This will be decided once the document has evolved but it is thought that the register will be presented at local level and there will be an escalation procedure of strategic risks for Trustees to review. The escalation procedure and timescale will be approved by the Trust Board.

Clarity was sought in relation to item 10 (data) and the date for reporting on that was linked to the next Trustees meeting. D Woolley stated that the vast majority of academic results have been shared with LGB and Trustees, but the DFE performance tables will be shared in February. It was confirmed that the results will be shared in the same format across the Trust.

The Vice Chair of Trustees confirmed that the original Cheadle Hulme LGB will gradually increase over time to allow parent governors from the new schools to join. There will be an item at each meeting for each school and once the governors have experience of sitting on the LGB at Cheadle Hulme, they will govern independently at each school at a local level. This is likely to be in 2020/2021.

➤ Update on new schools

Laurus Ryecroft

M Vevers provided an update on Laurus Ryecroft and requested that Trustees review the letter from the DFE advisor on the recent visit which was positive. C Nevin supported the school during the visit.

Q: Was it expected that an integration action plan would need to be produced due to the expected 50/50 balance between white working class and Asian



heritage students not materialising.

M Vevers confirmed that the balance is 84/16 reflects the catchment area and no integration issues have been experienced.

M Vevers reported that staff have settled well and are happy. Many previously worked at CHHS and are determined to provide the same success in a different community. The students have sat a science test and the results were similar to CHHS but students were at a lower starting point. The language teacher has indicated that the students are broadly in line with where they would expect students at CHHS to be at this point.

Q: How are the students with special needs doing?

No students with an identified EHCP have joined the school. It would be very difficult to fully support all needs in the temporary building.

Q: How are the relationships with the local schools?

The relationships will become stronger over time.

Positive relationships are being built within the local community. It was explained that there is a narrow road leading to the school but neighbours were overall supportive. Trustees were reminded of the planning meetings with Tameside Council where discussions with parents were strained and required some effort to get them on board. C Nevin reported that he recently attended the parents evening held at Laurus Ryecroft and there were compliments from parents and students about the school. C Nevin confirmed that students felt that PE was their favourite subject which indicated that the current building constraints was not preventing the students' enjoyment or learning.

Laurus Cheadle Hulme

G Theobold provided an update on Laurus Cheadle Hulme and requested that Trustees review the letter from the DFE advisor (tabled at the meeting) on the recent visit which was positive. P Benton supported the school during the visit.

G Theobold reported that a couple of events with parents had taken place recently and parental engagement was high at 97%. There has been no staff absence. Currently only two C's had been given for behaviour (behaviour warnings). A visit took place at the Imperial War Museum where the students met a 94 year old war veteran who commented on the positive student behaviour. The student ambassadors have been working with the Reception class at Cheadle Hulme Primary school. It was reported that the student uniform looks impeccable and the teaching is strong. As teachers are only teaching year 7 students and are repeating the same lesson with different groups, they are able to review what worked well and perfect the lesson. The lessons learnt from this will be shared across the Trust. Students respond well to being greeted in the playground before being taken to class.

Q: Is there a plan if the weather is bad?

Lunch break is short and students are allowed in the classroom. No weather plan is needed before school as the students arrive at school at 8.10am and enter school at 8.15am.



Cheadle Hulme Primary School

L Woolley provided an update on Cheadle Hulme Primary school. The children have settled brilliantly. Parent engagement was reported to be strong, so this was being channelled to create a PTA and they are organising a Winter Wonderland event. Class representatives are being created to form a parent voice. L Woolley explained that she will be looking to recruit teaching staff early for year 2. There is capacity to increase the nursery intake, but more staff will need to be recruited in order to do this. E Drake has not been invited to a Stockport Heads meeting yet and the relationships with the local primary schools have not been as easy as the secondary schools.

M Vevers reported that the councillors are very supportive in Tameside and have all visited the school.

The DFE visit to CHPS is taking place on 19 November 2018.

Q: Is there any progress with the Wilmslow MAT?

No, the person who was leading has taken on a new role but it maybe something that happens in the future.

➤ Update on potential projects

C Nevin and L Magrath met with governors of Hazel Grove High school about the possibility of joining the Laurus Trust prior to September 2019. The governors of Hazel Grove High school knew that Trustees were meeting today, yet have not signalled if they wish to proceed. The Laurus Trust is awaiting information as whether they have decided to join a different MAT.

Another application has been submitted for a Free school. The school will specialise in Music and Art and will be based in central Manchester. The Trust will hear if the application is successful after Christmas.

There has been a delay on the Alternative Provision that was approved 18 months ago. The delay is not due to the Trust.

A joint application will be submitted from Cheadle College with the Football Foundation for a new 4G pitch. A Law has contributed 50% to allow CHPS and LCH 50% usage of the pitch.

➤ Management Structure review

The Management Structure was reviewed by Trustees. Trustees reviewed the page which shared the structure for the 'Central Trust'. W Mason reported that she is now happy with the quality of the structure from the Director of Finance and below.

Q: Are there any notable empty boxes?

Not currently, but in the new year staff will need to be recruited in estates and IT due to the growth of the Trust.

A discussion entailed as to system efficiencies. The Trust would like to invest in a system that is more efficient for HR and finance. The current payroll system is not good for reporting and there is a need to link a finance system that



incorporates pensions. Pensions are complex and it is difficult to find an all-encompassing system. L Magrath reported that it had been discussed at the Head Teachers forum but no one had found the perfect system. W Mason would need some time to review and find the most suitable system.

L Magrath stated that on the first page of the Management Structure document, the Pendlebury PRU is listed, they want to join the Trust but the Trust are not prepared to formalise this without CIF funding. The AP can open without the Pendlebury PRU.

The Trust has recently received a poor field for a technology vacancy. The Trust ideally wanted a STEM/Engineering background.

Q: Have any appointments gone wrong?

Discussions took place regarding two appointments that have not been fully successful.

Q: How many staff is there currently within the Trust?

There is around 360 staff.

Q: How is the capacity different to the previous structure?

The capacity sits within the growth of the Teaching School.

5.

Academic Focus

Headline Results for:

➤ **Gorsey Bank**

D Woolley presented the headline results for Gorsey Bank.

The Year 1 Phonics results were 95%, and KS1 Reading was 93%.

Pupils achieving a 'good level of development' in the early years were 88%.

The following figure were reported for KS1:

Reading at Expected Standard 93%

Writing at Expected Standard 81%

Maths at Expected Standard 86%

Reading at Greater Depth 52%

Writing at Greater Depth 29%

Maths at Greater Depth 41%

The following figure were reported for KS2 for children meeting the expected standard:

Reading at Expected 93%

Writing at Expected (teacher assessed) 93%

Maths at Expected 93%

R/W/M at Expected 90%

SPaG 95%

The school achieved 67% for students hitting the higher standard. For reading,



the target for the school was 48% but the school achieved 55%. The average scaled scores for reading, maths and SPaG were shared. Reading was 100, maths was 111 and SPaG was 111.

The one disadvantaged student did well.

Q: Can you explain the figure for reading at the higher standard?

It was explained that the figure is misleading because not all pupils came out with a negative progress score. Pupils within that group scored a scaled score of 109 just below the higher standard of 110.

The differences between girls and boys will be scrutinised in further detail.

➤ **CHHS**

D Woolley presented the data for the Year 11 leavers, which placed CHHS in the top 2% nationally. Most subjects were reported to be on the 1-9 scales from this year.

D Woolley stated that the indicative Progress 8 score for CHHS this year was +0.8, and only two schools within the North West came close. The attainment 8 figure was 57.7 which meant that a student at CHHS average grade was a 6, equivalent of an old B+. The basics 5+ including mathematics and English was 67%, and for 4+ 83%.

The EBACC achieved final result for 2018 was 41%, and the EBACC entry final result for 2018 was 64%. The Pupil Premium achievement was 69.6% for 4+/C+ Pupil Premium Gap and 47.8% for 5+ Pupil Premium Gap. The Pupil Premium Gap was narrowed during the year, and it was reported that Pupil Premium students at CHHS were achieving better than their non-Pupil Premium peers at other schools nationally.

It was reported that girls achieved 1.02, better than boys, however they both performed well. The science results were reported to be outstanding along with languages. The Year 9 language results were also reported to be strong.

It was stated that some students chose to take BTECS. There are three BTEC Engineering groups in the current Year 11.

➤ **Sixth Form**

D Woolley presented the Year 13 results for 124 students in the cohort. A data table was shared which showed results for CHHS Sixth Form for 2017/18 compared to other college's data for 2016/17. CHHS were placed extremely high on the table and have over-delivered on their initial Sixth Form targets. The Value Added results will not be published until March but was estimated to be



0.05. It was reported that 50% of students achieved grades A* - A, 77% achieved grades A* - B. The average grade that the Sixth Form students achieved was a B+. It was stated that 72% of University applicants secured places at their first choice University. 67% of students secured places at one of the Russell Group Universities.

6. **Teaching School and Reputational Development**

G Theobold provided an update report on the Teaching School in advance of the meeting. She summarised the main points within the report and asked for any questions.

It was reported that the cohort for this year started at 35 for a broad range of subjects but one has deferred. The cohort was 17 last year. G Theobold stated that it can be difficult to recruit for social sciences and computing. It remains difficult to recruit mathematicians. It was thought that the bursaries are helping. G Theobold stated that the North West is not struggling to recruit compared to other areas. The trainees are more informed than they have been previously due to the Ofsted report and as a result the quality seems to be better. The Primary SCITT will be launched in 2019/20. The events to launch the Primary SCITT have been well attended. The staffing of the programme will be planned after December. G Theobold confirmed that MMU fees will be increasing. The Trust has appointed a consultant to complete a piece of research to see if the Trust can become their own provider. G Theobold thought this may not be possible, but that the Trust might be able to make money from the teaching apprentice.

➤ **Summary of Laurus in the press**

A summary was provided of where the Laurus Trust has been in the press. It was reported a positive link with the MEN has been created. It was hoped that this may progress further with CHHS being chosen as the MEN school of the year. The communication person was said to be well connected.

Q: What is the value of the marketing team?

The value is shown through the schools being full. All schools within the Trust are oversubscribed.

➤ **Open Evenings summary**

The attendees for open evenings across the Trust were extremely high. It was over 1000 for each of the schools, except LCH which was lower due to tickets being issued to attend this event. There will be two Sixth Form opening evenings taking place this week.

➤ **Pupil recruitment update**

L Magrath shared a report on the number of admission preferences for each school. The first preference for CHHS was 384, 285 for LCH, 197 for LR and 322 for DHS. Trustees discussed the appeal process and it was stated that in Tameside M Vevers is asked to attend the appeals for his school.

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

L Magrath would like to see the Trust enhance the number of students in the sixth form being accepted to Oxbridge. This will add to the reputation of the



Trust. T Little has provided L Magrath with a contact who is Head of the Harris Manchester College. L Magrath reported that there are Oxbridge hubs already set up and it was difficult to gain access. L Magrath confirmed that 13 applied last year and 7 were accepted to sit the entrance exam.

7. **Business**

➤ **Policies**

The Chair thanked the policy group for their time in reviewing the policies. D Brown requested that the Disciplinary policy is delegated to the Resources

Resources

committee to review, as it reads as a single school rather than a Trust policy. The remaining policies were reviewed and approved:

Appraisal Policy Laurus Trust

Acceptable Use Agreement (Staff and Volunteers) Laurus Trust Primary

Capability for Teachers Laurus Trust

Capability Policy Support Staff Laurus Trust

Code of Conduct Laurus Trust

Data Protection Policy Laurus Trust

Data Breach Policy Laurus Trust

Data Subject Rights Laurus Trust

Equality Policy Laurus Trust Primary

Equality Policy Laurus Trust Secondary

FOI Policy Including Publication Scheme Laurus Trust

IPad-Staff Policy Laurus Trust

Safer Working practice Laurus Trust

Shared Parental Leave Policy Laurus Trust

Sickness Absence Policy Laurus Trust

Teaching & Learning Laurus Trust Secondary

➤ **Admission Policies 2020**

The Admissions Policies for LR, LCH and CHPS were reviewed and approved. It was noted that priority will be given to children of staff employed in the following circumstances: where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made. It was approved that C Nevin is the Trustee responsible for making exceptional decisions on admissions across all the Trust schools.

➤ **Terms of Reference Resources Committee**

The Terms of Reference for the Resources Committee were reviewed and approved.

W Mason requested that RC and CF create Pay Committee Terms of Reference.

RC/CF

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

The meetings were agreed by the Trustees to take place on:

Wednesday 27 February 2019 at 9.30am

Thursday 6 June 2019 AGM at 9am followed by the Trustees meeting at 9.30am