



TRUST BOARD MEETING

Date: Wednesday 5th October 2022
 Time: 10.00am
 Venue: Cheadle Hulme High School – Boardroom

Clerk: N Burgess
 Present: D Brown, M Vevers, D Kershaw, L Magrath, L Woolley, T Little, R Kumar, D Woolley, S McGill, and W Mason

	Action	Initials
1	Trustees were reminded to send their photos to the Clerk for ID badges	All
3	Minor amendments to be made to the Terms of Reference for Trust Board sub committees	Clerk
4	Trustees are asked to send their completed Record of Visits form to the clerk so they can be shared on Teams	All
5	An additional Trustee to join the Policy sub committee is needed – please contact the Clerk	All
8	Mandatory training modules for Safeguarding and GDPR should be completed by Trustees by 30.11.2022	All
8	Training certificates to be sent to the Clerk	All
8	Trustees to advise the Clerk, as far in advance as possible, of any meetings they are unable to attend so we can ensure meetings are quorate and can go ahead.	All

Agenda – Part 1			
Category	Item	Notes	Action
1	Governance Arrangements	Apologies	Apologies were received from G Turnpenney, J Crombleholme and C Nevin.
		AOB items	P Benton attended the first part of the meeting to allow Trustees to offer their thanks for her commitment to the Laurus Trust following her resignation as Trustee. PB will continue to be Governor on the Academy Committee of CHHS.
		Register of Business Interests	The Register of Business Interests was circulated to allow Trustees to check and make any changes to their record.
		Minutes of the last Trust Board meeting	Minutes of the meeting held 6 th July 2022 were <u>approved</u> as a correct record of the meeting.

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			<p><u>Actions arising:</u></p> <ul style="list-style-type: none"> • Skills Audit has now been circulated to all Governors who had yet to complete • T Little had liaised with Nurole and there will be an update later in this meeting • The Governance structure document is in the process of being updated to reflect the appointment status of each governor • LW informed Trustees that there had been a number of new governors appointed at schools across the Trust • Trustees were again reminded to send their completed record of visit proformas to the Clerk for retention • A copy of the Trust brochure had been sent to Trustees who were not present at the meeting • No further feedback was received on the Trust brochure following the meeting in July • Decision making proforma is an agenda item for this meeting • The list of policies approved by Trustees is now included in the Trust Board report to Academy Committees and there had been good feedback from governors • Trustees are reminded to send their ID photos to the Clerk if they haven't already done so • Expenses Policy will be included in the Finance Manual and will be an agenda item for the Audit, Finance and Resources Committee at the December meeting • Trustees were again reminded to inform the Clerk, as far in advance as possible, of any meetings they are unable to attend 	All
		Code of Conduct	Trustees noted and agreed to adhere to the Code of Conduct for Trustees and Governors.	

2	People	Membership and succession planning	<p>Members confirmed the appointment of T Little as Chair of the Trust Board for this academic year.</p> <p>C Nevin has indicated his wish to continue in the role of Vice Chair of the Trust Board and this was <u>approved</u> by Trustees.</p> <p>TL updated Trustees on recruitment to the Trust Board. There are 6 Trustees appointed by LFET, CFO and 4 Trustees appointed by Trustees.</p> <p>A Gilmour has been appointed and will be joining the Trust Board from November 2022. The appointment was made via Nurole application and AG has a marketing background. There has been one further expression of interest and a meeting has been arranged with the Executive Team.</p> <p>Trustees discussed that it was vital that appointments were made according to the skills they could bring to the Board. It was agreed that there could be some flexibility within the numbers when an opportunity for an applicant with particular skills arises.</p> <p>Audit, Finance and Resources Committee membership was discussed and the need to further recruit to this committee. It was noted that if necessary this meeting could be held remotely to allow more Trustees to attend.</p>	
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3	Systems and Structures	Compliance	<p>The Scheme of Delegation was noted by Trustees and had no material changes.</p> <p>The Schedules of Business had been finalised following the TBM6 meeting and were now used by Clerks to inform meeting agendas.</p> <p>Terms of Reference: Audit Finance and Resources – was approved subject to a minor amendment regarding the BFRO which is a return which no longer exists Pay committee – approved following an amendment to appendix K Governance, Oversight and Standards – approved</p> <p>DB informed Trustees that the Trust had been in receipt of a complaint, which TL, as Chair of the Trust Board was aware of. DfE and EFSA guidance has suggested that minor changes be made to the Trust Complaints, Trust Safeguarding and Trust Anti-Bullying policies be made. Trustee approval is sought to make the changes, as a matter of urgency, to the policies. TL, as Trust Link for Safeguarding was happy to recommend the changes to Trustees.</p> <p>A discussion took place as to the need for a Trust Safeguarding Policy in addition to the individual school policies. It was agreed that the Trust Safeguarding Policy is essential as it was overarching and linked to each school specific policy.</p> <p>Q – In terms of the changes required are you (DB) comfortable with the changes? A – Yes, we do do what the changes are but it is not specific in the policy.</p> <p>Trustees <u>approved</u> the changes required to the policies.</p> <p>W Mason detailed the changes to the Academy Trust Handbook which had been in the documents circulated prior to the meeting.</p> <p>Trusts have to comply with all aspects of the Academy Trust Handbook as part of the funding agreement, this is a consistent obligation when handling public funding and the relevant scrutiny associated.</p> <p>WM detailed the top 10 “musts” Trustees must be aware of.</p> <ul style="list-style-type: none"> • Management accounts are shared monthly with Chair of the Trust Board and Chair of 	Clerk
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			<p>Audit, Finance and Resources. The Management Accounts are also held in the Trustee channel on Teams for all Trustees to view</p> <ul style="list-style-type: none"> • The Risk Register should be shared at Trust Board meetings at 2 meetings per year <p>There are 3 major changes to the Handbook for 2022, which was published mid August.</p> <p><u>Financial reporting</u> The Budget Forecast Return Outturn no longer exists and is now incorporated into the Budget Forecast return.</p> <p><u>Special payments</u> Are not permitted, whatever the amount.</p> <p><u>Indemnities</u> Only enter into the normal course of business with indemnities</p> <p>The budget was approved at the AF&R meeting in July 2022 but the outcome of the Teacher and Support staff pay awards are not yet known. It is expected to cost an additional £1m which is not in the budget.</p> <p>Energy costs are a concern ongoing. Messages have been sent to all staff in all schools reminding them to be energy efficient wherever possible.</p> <p>In terms of pensions the actuarial review is likely to increase the employer contribution amount and there is no further funding support available.</p> <p>Q – Will you have to submit a revised budget? A – No, we are in a healthy reserves position at present and changes will be reported back in the monthly management accounts ongoing.</p> <p>Reserves should be no more than 5% of GAG is the Trust Policy. This would be in the region of £2m. Reserves are currently £3m but this is due to the 3 new Sixth Forms opening and future capital projects.</p> <p><u>SCITT</u> The SCITT has been a concern for over a year regarding the decline in the number of Associate Teachers recruited. The landscape of teacher training is changing and larger teaching institutions seem to be favoured over small SCITTs. Teaching School hubs are growing.</p>	
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			<p>It was noted that the SCITT was subsidised by CHHS in recent years and that it had been an excellent pipeline to recruit teachers to the new schools. The Trust will still be involved in teacher training but this will be in a different format, possibly School Direct, as a satellite SCITT, or as a local university placement provider. Meetings have been booked with HEI providers to plan going forward.</p> <p>Trustees were informed that as the SCITT has not been accredited the decision has therefore been taken to close at the end of the academic year 2022-2023.</p> <p>Q – Are there opportunities for redeployment of SCITT staff?</p> <p>A – Professional Mentors will still be needed and support staff are already working on the Laurus Institute. There will also be other opportunities across the Trust for all staff involved. At present recruitment is on a replacement only basis.</p> <p>Support staff recruitment is proving very challenging in the present climate. The Trust are having to be creative in how to recruit eg marketing materials, revised job descriptions. Work is being done to harness and market how good it is to work in the Trust.</p> <p>Sixth Form recruitment numbers are potentially a risk as students hold offers at a number of institutions and it will not be known until August how many will actually enrol.</p>	
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4	Reporting	Trust Board Committee Chair updates	<p>WM gave Trustees a brief overview of the Audit, Finance and Resources Committee meeting which had taken place on 6th July 2022.</p> <ul style="list-style-type: none"> • Membership of the committee was discussed – G Turnpenney agreed to join the committee and TL would attend via Teams • Trustees received a presentation of HR Metrics from J Jenkins – there will be a new focus on recruitment and retention • Employee survey and results were discussed • Internal auditors report was reviewed and discussed • Current year position discussed and Management Accounts to May 2022 presented • Trustees approved the budget to 31/08/2023 and the 3 year forecast • Staff pay increases, not yet agreed, were discussed at length and their subsequent budget implications • Student number assumptions were approved • Trustees approved the 6% top slice for Central Service operations • Capital projects were discussed and there are a number of large projects taking place over the summer. Trustees were informed of an increase in costs for the Sixth Form at HGHS. Trustees approved use of reserves from other schools to be repaid at a later date – Trustees approved the projects planned • Trustees reviewed the Heat Map with a focus on mitigating the red rated risks – MIS, Procurement and SCITT • Thanks were offered to LE as Chair of the Committee at his last meeting. 	
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		Link Trustees updates	<p>TL – is meeting HE following this meeting</p> <p>RK – has a planned meeting for Science in the next half term</p> <p>WM – Had met with the Trust Director for the Elite Pathway, which was launched this month, and the plans to get the most for the students from the partnership with Loughborough University was discussed</p> <p>DK – no update for this meeting</p> <p>Trustees were asked to send their record of visits to the Clerk as soon as possible.</p>	All
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		Executive Team update	<p>The Growth Decision Making Framework was discussed.</p> <p>If a general enquiry is received with regards to potentially joining the Trust then an initial meeting would be arranged.</p> <p>If an opportunity arose which looked to progress the flow chart on page 2 of the document would be implemented. The flow chart details a timeline of how and what should happen and ensures that Trustees are fully aware of the process.</p> <p>It was discussed that a schools' geographical location was vital and a maximum journey time between schools would ideally not exceed 30 minutes. This would allow support visits from Executive Head and also Central Service functions.</p> <p>Q – MV asked Trustees if they had a view on anything which would be considered a hurdle to a school joining the Trust?</p> <p>A- Unashamedly academic must not be compromised, budget constraints and school building conditions would be a major factor and also capacity and falling roles.</p> <p>Q – DK asked would we as a Trust consider taking a faith school into the Trust?</p> <p>A – We most likely wouldn't be able to as this would be a diocese decision. We will always look at any opportunity on an individual basis.</p> <p>Vision and values, Finance and Trust capacity would be the first considerations and if these did not align then an application would not be progressed further.</p> <p>LM updated that at the end of September she had attended a meeting with at Bramhall High School and also 4 of their feeder primary schools at their request.</p> <p>There have so far been 3 initial enquiries received and meetings have been arranged.</p> <p>There are a couple of other potential projects and the Trust are currently preparing free school bids for a Sixth Form and a high school in North Manchester.</p> <p>There is also an opportunity in the Cheshire East area and a bid will be submitted to run this school.</p>	
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			<p>A high school in Stockport has made an application to join the Trust and submitted a request to the Regional Schools Commissioner. This will be considered by the RSC at their November meeting. If go ahead was given then the process of high level due diligence would begin.</p> <p>Q – How many students are on roll at the school? A – Approximately 1250.</p> <p>A sub group of Trustees will be needed to discuss each application at the relevant stage. SM commented that it would be useful to Trustees to complete the Trust Growth Decision Making document for the high school, even though this application has progressed further.</p> <p>LM informed Trustees that a bid is being submitted for capital funding to build 6 additional classrooms on the CHHS Sixth Form site to enable an increase in PAN.</p> <p>Building is due to start imminently on Crown Street Primary School, which will open in September 2024. The school will be a one form entry school and will have a preschool and will also include day care. The Trust is likely to outsource the provision of day care as this is not an area of expertise within the Trust, currently.</p> <p>A Laurus Leadership Conference had taken place the weekend prior to this meeting. 67 SLT from all schools in the Trust and Central Services leads had attended. The aim was to discuss in detail the organisational advantage and charter, to see how the Trust Development Plan fits and how the growth strategy fits.</p> <p>The feedback from the conference has been excellent and it was felt a good use of time for the teams who felt they now knew what the priorities are and how to get there.</p> <p>Q – Will this now be a one off or an annual event? A – Possibly bi-annually to allow us to follow up the work already done. It was excellent to have all the teams together.</p>
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5	Being strategic	<p>Theme: Unashamedly Academic</p> <p>Priority: Headline Performance</p>	<p>The Headline Performance Measures are the first external validation data since 2019.</p> <p>LW detailed the Gorsey Bank and CHPS data for Trustees.</p> <p>National average figures for 2022 are currently not available to include in the analysis.</p> <p>Results at KS1 are externally moderated and validated by Stockport LA. It is pleasing to see the figures in comparison to 2019 but there is still work to be done in writing.</p> <p>At KS2 the results are pleasing but there is still work to be done. It was noted that there are no KS2 figures for CHPS as they currently only have pupils up to Year 4.</p> <p>Q – Can children catch up in terms of writing? A – We are working to help the children catch up and keep up their fine motor skills. Writing has been affected since the children were at home for the periods of lockdown. A number of parents have stated that writing at home was an issue for their children and they felt less able to support.</p> <p>In years 3, 4 and 5 gaps are emerging in the children’s knowledge due to Covid. We have very experienced staff in the year 6 classes. There is a good Action Plan in place to address the issues following the Executive Headteacher visit and this will be followed up and monitored.</p> <p>DW presented A Level results for CHHS and HGHS. 55% A*/A at CHHS and 26% at HGHS. Trustees were very impressed to see the stark improvement in the results in all subjects at HGHS.</p> <p>Year 9 GCSE results in French, Spanish and German were discussed and Trustees were delighted to see the excellent results across all schools. The results were the first external validation for LCH, LR and DHS.</p> <p>Q – Are you using the excellent results for marketing? A – Yes, in particular for the Sixth Forms.</p> <p>Q – Where is best to showcase the results? A – There are numerous options available to us, DHS is only being marketed externally in this first year, and Ryecroft has smaller year groups at KS4 due to opening in temporary accommodation, and will also be</p>	
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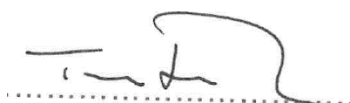
			marketed externally. There has been lots of support and some schools have retweeted some of our posts.	
		Summer Census	WM confirmed that all schools in the Trust had submitted their Summer Census Return.	
		Approve policies as per the Trust Policy Schedule	<p>All policies had been reviewed by the Policy Sub Group and are recommended to Trustees for approval.</p> <p>Trustees <u>approved</u> the following policies:</p> <p>ECT Policy Modern Slavery Policy</p> <p>DK suggested that it would be useful to have an additional Trustee to become a member of the sub group.</p>	All

6	Holding to account	Admissions policies	<p>There are 14 Admissions policies. WM provided a summary document to Trustees, in addition to the policies.</p> <p>The following changes are proposed for the 2024-2025 admissions: Gorsey Bank – more detail to be added on the appeals process in line with the School Admissions Appeals Code (no consultation required) Woodford – (Reception to Year 6) to add children of staff at the school where the member of staff has been employed at the school for two or more years. Trustees approved a consultation for this suggested addition.</p> <p>There are no proposed changes to any of the other school Admissions Policies.</p> <p>A Trustee who was unable to attend the meeting asked for the following queries regarding sixth form admissions policies to be raised:</p> <p>Is it right that we give equal priority to all external students ie independently educated students alongside students from other local comprehensive schools?</p> <p>It was noted that this had not been an issue previously and at CHHS Sixth Form this applied to 6 students this academic year. It was stated that they did not get places ahead of 6 CHHS or other state school students.</p> <p>Trustees discussed at length that it would not be fair to single out students whose parents had chosen an independent education for them. It was agreed that the Sixth Form population intakes would be monitored.</p> <p>Trustees <u>approved</u> all Admissions policies not requiring consultation and agreed to consult for the proposed changes to Woodford Primary School Admissions Policy.</p>	
7	Ensuring Financial		<p>It is statutory to publish the PE and Sports Premium Conditions of Grant and Allocations for the academic year. Trustees were pleased to view the 2 reports on the CHPS and Gorsey websites.</p>	

8	AOB	Mandatory training for completion by Trust Board meeting 2	Trustees are asked to complete mandatory Safeguarding and GDPR modules TBM2 meeting 30.11.2022. Training requires completion annually and Trustees were asked to send the Clerk copies of their certificates on completion. JC had raised a question regarding the number of men in leadership roles across the Trust. Trustees were informed that overall there was an exact split of 21 male and 21 female SLT across the secondary schools.	All All
	Meeting Dates:	Meeting dates to note:	TBM2 Wednesday 30.11.2022 at 10.00am TBM3 Wednesday 01.02.2023 at 10.00am TBM4 Wednesday 22.03.2023 at 10.00am TBM5 Wednesday 03.05.2023 at 10.00am TBM6 Wednesday 05.07.2023 at 10.00am Please could Trustees advise the Clerk, at the earliest opportunity, if they are unable to attend a meeting.	All

Meeting closed at 12.10pm

Impact of Meeting / Key Outcomes
A discussion took place regarding recruitment of Trustees and Governors
Terms of Reference for the Trust Board sub committees were approved
CFO updated Trustees with the main changes to the Academy Trust Handbook for this academic year
Trustees received an update on the SCITT
Trustees received a brief overview of the Audit, Finance and Resources meeting which had taken place in July 2022
Trust Growth Decision Making Framework was discussed at length and the latest developments in Trust growth reviewed
Trustees received a presentation on Headline Performance Measures for both primary and secondary
Trustees approved the ECT Policy and the Modern Slavery Policy
Trustees approved 13 Admissions policies for 2024-2025. Woodford to be resubmitted for approval after consultation.



T Little
Chair of Trustees
30.11.2022

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