

MINUTES OF TRUST BOARD MEETING

Date: Wednesday 30th November 2022
 Time: 10.00am
 Venue: Cheadle Hulme High School – Boardroom

Clerk: N Burgess
 Present: R Kumar, A Gilmour, D Brown, L Woolley, G Turnpenney, W Mason, L Magrath, S McGill, T Little, M Vevers and D Kershaw (in attendance via Teams)

	Action	Initials
1	Register of Business Interests updated and published	NB
1	To set up an area within Teams to allow Trustees to view all records of visits	NB
2	To update Trustees on the register of interest from a prospective Trustee	TL
3	To review the focus of the Academy Committee reports to the Trust Board and for this to be an agenda item at the Trustee and Governor conference	LW
3	To review the policy approval schedule	LW
3	To send out a revised list of Link Trustee with the Trust Director contact details and also a copy of the record of visit proforma	NB
8	Trustees are asked to complete any outstanding training by the next meeting of the Trust Board – 01.02.2023	All

Agenda – Part 1				
Category	Item	Notes	Action	
1	Governance Arrangements	Apologies	Apologies were received and accepted from C Nevin and J Crombleholme. Trustees wished to record their best wishes to CN for a speedy recovery.	
		AOB items	A Gilmour was welcomed to his first meeting as a Trustee and introductions were made.	
		Register of Business Interests	The Register of Business Interests was circulated by the Clerk and the changes noted will be updated and published.	NB
		Minutes of the last Trust Board meeting	The minutes of the meeting held 5 th October 2022 were approved as a correct record of the meeting. <u>Actions arising:</u> All photos have now been received by the Clerk	

			<p>The requested amendments have now been made to the Terms of Reference</p> <p>Trustees sent their completed record of visits to the Clerk – the Clerk will send out an updated list of Trustee and Academic links with the ROV proforma. An area will be set up within Teams with access for all Trustees to view ROV</p> <p>S McGill agreed to be a member of the Policy Sub Group</p> <p>Trustees were reminded to complete the mandatory training and send their certificates to the Clerk</p> <p>Trustees were reminded to inform the Clerk, as far in advance as possible, of any meeting they were unable to attend to ensure all meeting will be quorate</p>	NB
2	People	Membership and succession planning	<p>The Chair informed Trustees that there had been one further expression of interest to join the Trust Board and that an update will be given at the next meeting.</p> <p>Trustees were informed that succession planning is in place for the future and posts will be dependent on how quickly the Trust grows over the coming years.</p>	TL
3	Reporting	Submit Annual Report and Accounts	The annual accounts are delegated to the Audit, Finance and Resources Committee who will meet on 9 th December 2022. The accounts will be signed off by T Little.	

			<p><u>Pay and Remuneration</u></p> <p>In the absence of JC as Chair, GT gave Trustees an overview of the meeting:</p> <p>Trustees received the recommendations presented by the individual Heads of School and were pleased to note the level of scrutiny and challenge which was evident in their considerations</p> <p>The Gender Pay Gap Report was presented to Trustees</p> <p>Trustees approved changes to the Pay Policy</p> <p>Trustees approved automatic progression for the teaching staff on the main payscale grades from September 2023</p> <p><u>Governance, Oversight and Standards</u></p> <p>In the absence of CN as Chair, TL gave Trustees a brief overview of the meeting:</p> <p>The Chair of Gorseley Bank Primary School had attended the meeting – JL felt that the Academy Committee now had a better focus on the children now that the delegated functions are defined and focussed</p> <p>Trustees had reviewed the Annual Report for each Academy Committee and it was agreed that each school report needed to be more school specific to be able to show the impact of the Academy Committee – it was agreed that this would be focus for the Governor Conference which will be held 1st February 2023.</p> <p>RK commented that the Academy Committee Governors at HGHS had asked how the Trust Board agenda is informed and what discussions took place, in particular around the land on the site of HGHS. It was agreed that the Head of School would feedback directly to Governors.</p> <p>Trustees discussed the sharing of the workload in reviewing Trust level policies and the feasibility of the workload being shared across the year so that all Trustees are involved. S McGill agreed to become a member of the policy subgroup. The majority of policies are now Trust level, with a number of school or phase specific policies. LW agreed to look at the policy schedule with a view to policies being grouped and timings of their review.</p>	
		Trust Board Committee Chair updates		LW
				LW

		Link Trustees updates	<p>Trustees attention was drawn to the vacancies for SEND and Maths Links. The role of Link Trustee was discussed and how this would be used to build up a relationship with the Trust Director and to be able to ask questions and visit schools to carry out observations. It was noted the importance of making the time to ensure the meetings took place and to visit the schools. Trustees were asked to have attended a meeting with their relevant link before the next meeting of the Trust Board.</p> <p>A Gilmour volunteered to be the Link Trustee for Maths and G Turnpenney for SEND.</p> <p>The Clerk will send the updated link document and contact details to all Trustees. An area within Teams will also be set up to allow Trustees to view all link visits.</p>	NB
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4	Being strategic	<p>Theme: Influence</p> <p>Priority: Trust expansion</p>	<p>LM informed Trustees that the Trust were awaiting a decision from the Regional Schools Commissioner in deciding whether another local high school would be joining the Trust. If authorisation was given the due diligence process would commence early in the new year.</p> <p>There has been some interest from primary schools, including one in Tameside, who had been to visit CHPS and Gorse Bank. The school were considering several other Trusts and an update will be given to Trustees as soon as this is known.</p> <p>Q – How many schools have approached since the White Paper was published? A – Currently 4 secondary and 11 primary. There is no indication yet as to how any additional funding would be given for the schools joining, or what this would be ringfenced for.</p> <p>Q – To summarise what would you consider to be on the horizon? A – Potentially, if given the go ahead the secondary school could join the Trust in September 2023, whilst acknowledging this would be a tight deadline. There is also the opening of the 3 new Sixth Forms, Crown Street Primary in September 2024, AP School and 2 bids submitted to Manchester.</p> <p>In terms of the bids made to Manchester, the outcomes will be known in the next 2-3 months. Deadline for the applications was 30th November 2022.</p> <p>A bid has also been submitted to access a grant to extend the Sixth Form at CHHS. In addition to this a further bid has been submitted to £200,000 for Trust growth projects. Trustees will be kept updated on progress of the bids and applications submitted.</p> <p>Q – What would be the additional number of students added if the secondary school joined the Trust and also the primary school who have registered an interest? A – It would be in the region of 1250 for the secondary school and 420 for the primary. In addition if the 2 bids submitted to Manchester were successful this would mean a further 2000 students.</p> <p>Q – How do we articulate where we would prioritise applications/expressions of interest? A – The geographical location of the school is key and in particular schools where we already operate within</p>	
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			<p>the LA area.</p> <p>A Trustee commented that the Trust Growth Strategy document was a really useful and informative document which shows clear ambition and is well thought out. It was agreed that 15,000 students is a reasonable number which allows the Trust to maintain standards, and scalability. It was agreed that it was vital that the Trust grows at the right rate and not to focus too heavily on increasing student numbers. The Executive Team have been asked by other schools how big they wish to grow, the answer given is that the Trust only wish to operate in the North West and to be able to retain autonomy.</p> <p>LM commented that the Trust had been in contact with the Director Children’s Service in the LA’s where the Trust currently operates and meetings had been held. As a Trust we have refined our presentation offer to schools to say how we operate and we would always encourage a school who expresses an interest to look at other MATS and to ask questions of them.</p> <p>A Trustee commented that “Unashamedly Academic” will always need explaining and is not at the expense of anything else. It was noted that parents love the “unashamedly academic” aspect.</p> <p>Q – RK asked if the logos and the strapline “unashamedly academic” are trademarked? A – The logos are trademarked.</p> <p>MV talked Governors through the Trust Growth Decision Making Framework and the levels of checks in place. It was noted that if the Executive Team did not feel the Trust had capacity to support at any stage it would not be right to progress further. Issues are identified through the due diligence process and can be reviewed ongoing.</p> <p>WM commented that as CFO the areas of priority review are the staff budget costs and the condition of the buildings of the school. It was agreed that progression with any application and due diligence would always be done by expressing caution. It is a 5-year process to turn a school around.</p>	
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		<p>Priority: Sound service and Finance base</p>	<p>The next meeting of the Audit, Finance and Resources committee is 9th December 2022. WM is pleased to report a clean audit report following the recent audit.</p> <p>The Trust has a healthy reserves position which is due to funds for expansion projects, including the opening of the 3 new Sixth Forms. There is also an allocation for the unfunded pay awards which are not yet fully known. This could result in £1m cost from the budget.</p> <p>An appointment has been made to the post of Trust Director of Capital and Estates Strategy from January 2023. This is an exciting post which will assist with the large capital projects planned and will update how we manage facilities across the Trust.</p> <p>There have been 2 recent appointments to the post of IT Manager. There are now over 1000 employees across the whole Trust. There has also been an appointment of Creative Art Worker to the Marketing team.</p> <p>The priority for WM for the next 12 months is building capacity within the team to allow for Trust growth opportunities.</p> <p>The Chair commented that it was excellent to note the clean audit report for the second year in a row.</p> <p>Q – What are the direction of Reserves, are they growing?</p> <p>A – 5% of the GAG is the recommended amount of reserves, obviously the 5% will be a higher amount as the Trust grows. It was noted that the Trust must retain 5% reserves to be considered a strong Trust. The current figure, as earlier stated, includes planning for the 3 new Sixth Forms. Reserves are to maintain the buildings and to be able to invest in the schools to enhance the provision for students.</p>	
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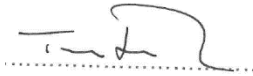
6	Holding to account	Risk Management	<p>Trustees review the Risk Register twice per year. The RAG rated heat map circulated is a summary of the Risk Register and will be discussed in more detail at the Audit Finance and Resources Committee meeting.</p> <p>It was agreed that in terms of operational risks Covid was no longer a separate item on the Risk Register. Whilst Covid still has an impact on staffing it will be reviewed alongside all other categories of illness.</p> <p>Staff recruitment and retention as a red rated risk was discussed by Trustees. This is under constant review and affects both teachers and support staff. "A great place to work" is the ultimate focus for the Trust. For support staff the pay award uplift was included in November salary and was backdated to April 2022.</p> <p>In terms of Estates there are lots of capital projects ongoing. The new Free Schools are not fit for purpose in terms of size. The formula is calculated based on the number of students. A restructure is needed in the new schools to maximise the space, in particular in dining areas. £400k has been spent at DHS and £250k at Laurus Ryecroft to enhance the space of the buildings.</p> <p>Q – Are there any Health and Safety risks involved? A – No purely just a lack of space.</p> <p>SCITT has not been reaccredited and this will therefore be the last year of operation. There is work to be done to ensure that Teacher Training continues in a different format. There is the obvious loss of income and the need to redeploy staff within the Trust whilst managing the transition.</p> <p>Q – Are there any updates for the potential partner universities discussed? A – No update yet. The ITT sector is in a period of turmoil at present. Movement is towards larger providers rather than small SCITTs.</p> <p>Q – In terms of staff recruitment are the Trust open to recruit from outside of the UK? A – Yes most definitely. We have already made several appointments and the Trust HR team have undertaken all appropriate pre employment checks. GT offered any assistance with overseas recruitment.</p> <p>The Management Information System risk has now been moved from Red to Amber rating. This is</p>
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		<p>Auditing and reporting arrangements for matters of compliance</p>	<p>DB informed Trustees of the Safeguarding Strategy which details the checks which take place across the Trust. These include checking of Single Central Record and compliance checks. The document is invaluable for school leaders and also provides further information and assurance for Trustees. The Trust Safeguarding Strategy will include both primary and secondary schools. The strategy provides the actions required and will be updated ongoing to show their review.</p> <p>Q – How is the cost of living affecting families, have you noticed much difference? A – There are more applications from families for Free School Meals than ever before.</p> <p>Q – Social media can be a real issue – how do you capture this in the strategy? A – Students are active on social media all the time and this is captured within the document. There are new platforms emerging all the time and we have to be vigilant to what is out there. Other students are good at reporting to us if there is an issue.</p>	

		Approve policies as per the Trust Policy Schedule	<p>Trustees approved the following policies:</p> <p>Behaviour & Anti-Bullying Policy Btec Policy CPD Complaints Policy CPD Malpractice & Maladministration Policy Exams Policy Post Exams Policy Use of Wordprocessor Policy Non-examined Assessment Policy Online Safety Policy Risk Management Policy Low Levels Concern Policy Harmful Sexual Behaviour Policy Child on Child Abuse Policy Fit to Study Policy Safer Working Practice Policy Capability Policy</p>	
7	Ensuring Financial	Finance and Audit update- CFO	The next Audit, Finance and Resources meeting will be held on 9 th December 2022. The agenda has been approved by S McGill and will be circulated with the supporting documents by 2nd February 2022.	
8	AOB	Ensuring completion of mandatory training	Trustees were asked to ensure that the modules for GDPR training and Safeguarding were completed by the next meeting.	All
	Meeting Dates:	Meeting dates to note:	<p>TBM3 Wednesday 01.02.2023 at 9.00am TBM4 Wednesday 22.03.2023 at 10.00am TBM5 Wednesday 03.05.2023 at 10.00am TBM6 Wednesday 05.07.2023 at 10.00am</p> <p>Please could Trustees advice the Clerk, at the earliest opportunity, if they are unable to attend a meeting.</p>	

Meeting closed at 12.00

Impact of Meeting / Key Outcomes
A Gilmour was welcomed to his first meeting of the Trust Board
Trustees were given a summary of the Pay and Remuneration Committee meeting which had taken place in November
Trustees were given a summary of the Governance, Oversight and Standards Committee meeting which had taken place in November
Link Trustee roles were updated and responsibilities clarified
CEO gave Trustees an update on Trust expansion
CFO updated Trustees with regards to Finance and recruitment to the Central Services team
Trustees reviewed the Risk Register
DB presented the Safeguarding Strategy to Trustees
Trustees approved 16 Trust level policies



T Little
Chair of Trustees
01.02.2023

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