

TRUST BOARD MEETING

Date: 2nd February 2022
 Time: 10.00am
 Venue: Cheadle Hulme High School – Training School

Clerk: N Burgess
 Present: W Mason, L Woolley, J Crombleholme, R Kumar, T Little, C Nevin, L Elias, P Benton, D Brown and D Kershaw
 Also in attendance: L Magrath and M Vevers, E Moroney and M Retberg for agenda item 4

	Action	Initials
1	Trustees were asked to inform the Clerk if there were any changes to their record of Business Interests	All
3	To inform the relevant LA of the approval of the Admissions policies and update on the individual school websites	WM
3	To write to the parents of children at Cheadle Hulme Primary School to inform of the outcomes of the consultation to the changes to the Admissions policy for Cheadle Hulme High School 11-16	LW
3	Trustees are requested to send their completed link visit proformas to the Clerk	All
3	To update on the expression of interest in the primary school in Manchester City Centre	LM

Agenda – Part 1				
Category	Item	Notes	Action	
1	Governance Arrangements	Apologies	There were no apologies for this meeting.	
		AOB items	WM wishes to raise amendments to the Articles of Association at the end of the meeting.	
		Register of interests	The updated Register of Business Interests was circulated and Trustees were asked to notify the Clerk of any changes to their record.	All
		Minutes of the last Trust Board meeting	The minutes of the meeting held 01.12.2021 were approved as a correct record of the meeting. <u>Actions arising:</u> <ul style="list-style-type: none"> Trustees had reported their changes to the Register of Business Interests to the Clerk Trustees were reminded to send their completed link visit proformas to the Clerk HGHS Sixth Form update – planning permission was submitted in October and the Trust is 	

			<p>currently awaiting the outcome.</p> <ul style="list-style-type: none"> • A note of thanks was sent to all staff at the end of Autumn term on behalf of Trustees • The 21 questions a MAT should ask itself will be revisited on an annual basis and has been added to the Schedule of Business 	
2	People	Membership and Succession Planning	<p>There are currently 2 vacancies within the Board of Trustees. There had been a small number of applications via the Academy Ambassadors programme which were not suitable. The advert will be run again.</p> <p>Q – JC asked what are the skills we are looking for? A – We do need at least one Trustee with a financial background as a successor for LE.</p> <p>There was been one application from a person with Property and Property Management experience. This applicant would potentially be available to join the Trust Board from September 2022.</p> <p>Q – JC asked how much risk for succession planning is there for the Trust Board and the Executive Team? A – Succession planning is a high priority. Currently there has been an opportunity where parents wish to be a Governor but there are no vacancies at their child’s school and they have therefore been appointed to the Academy Committee of another school within the Trust.</p> <p>Governance, Oversight and Standards Committee regularly review succession planning as part of their remit.</p> <p>Planning is also underway in terms of succession planning to replace the CEO of the Trust in future years.</p>	
3	Reporting	Trust website compliance	<p>A report was circulated prior to this meeting.</p> <p>The Trust Director of Assessment, Accreditation and Compliance carries out termly QA checks on the Trust and individual school websites. Any amendments required are implemented immediately.</p> <p>It was commented that during the recent Ofsted inspection at HGHS the website was noted to be very compliant.</p> <p>The team of Academy Committee Clerks will ensure that the individual school websites are updated following each meeting when minutes have been approved.</p>	

	Spring Census completed in all schools	WM confirmed that the Spring Census return has been completed and submitted for all schools in the Trust.	
	Admissions Policies 2023 – outcome of consultations and approval of policies	<p>There were 6 consultations undertaken:</p> <ol style="list-style-type: none"> 1. CHHS 11-16 – Remove Cheadle Hulme Primary School as having priority in oversubscription criteria 2. Laurus Ryecroft 11-16 – Reduce PAN back to 210 3. CHHS 6th Form – Simplification of oversubscription criteria 4. HGHS 6th Form – New policy for re-opening 5. Laurus Ryecroft 6th Form – new policy for first cohort 6. Didsbury High School Sixth Form – new policy for first cohort <p>Trustees received an overview of the consultations prior to the meeting.</p> <p>At CHHS the proposed change to remove CHPS from the priority in the oversubscription criteria had resulted in an emotive response from CHPS parents. 174 responses were for the proposed change and 673 against.</p> <p>The Trust took advice from Stockport LA and it was agreed to have an interim policy for children who are already in attendance at CHPS and that the new policy would be in place for children who joined CHPS from 01.09.2023. It was noted that both policies would need to be on the school website and the changes clearly visible to parents.</p> <p>Trustees approved the interim policy for CHHS 11 – 16.</p> <p>Trustees approved the 6 policies following the period of consultation.</p> <p>WM agreed to inform the LA of the Trustees approval and to update the policies on the school websites as necessary.</p> <p>Q – JC asked will the Trust be writing to the parents of children at CHPS to inform of the decision? A – Yes LW will be writing to parents.</p>	<p>WM</p> <p>LW</p>

		Trust Board Committee Chair updates	<p><u>Audit Finance and Resources – 10.12.2021</u> LE gave Trustees a brief overview of the meeting:</p> <ul style="list-style-type: none"> • Trustees received a comprehensive presentation of the Trust Cyber Security and the IT Disaster Recovery Plan • Reviewed the Risk Register • WM gave an update on capital projects • Reviewed the management accounts to 31.10.2021 • Approved the Trust Finance Manual, The Financial Scheme of Delegation and the Internal Audit Scope for the year • WM gave a verbal update on the proposed plans for the catering tender for 2022 which was approved • Trustees reviewed the results of the recent staff survey • WM reported on the proposed support staff pay restructure which was approved by the committee • External Auditors UHY presented their findings in the accounts for the year to 31.08.2021 • Trustees wished to formally thank WM and the Finance team for an excellent Audit outcome. <p><u>Governance Oversight and Standards – 13.01.2022</u> LW gave Trustees a brief overview of the meeting:</p> <ul style="list-style-type: none"> • Approved the Academic Links Visit document including the addition of primary school meetings • Approved the Governor Visits protocol • Reviewed the Draft Staff Governor job description – this document was requested to allow Staff Governors to understand their role without conflicting with the staff role. The document will be on the agenda for ACM3 meetings • It was agreed that AC Chairs would attend the GO&S meetings on a rolling programme to share the impact of Governance at a local level • The Ofsted preparation slides from the December meeting will be circulated to allow Governors to review during either ACM3 or ACM4 	
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		<p>Link Trustee updates</p>	<p>Trustees updated on their academic link visits. Trustees were reminded to complete their visit proforma and send to the Clerk for retention.</p> <p>T Little – Academic Enhancement and Aspiration – TL is meeting with H Eckhardt following this meeting. TL commented that he is particularly impressed by the drive and vision of the programme and its delivery.</p> <p>J Crombleholme – Sex and Relationships Education – JC has a meeting date in the diary to meet H Bowe after taking over this academic link area from PB.</p> <p>R Kumar – Science – will be meeting J Park after this meeting and as part of the visit will be observing a lesson.</p> <p>C Nevin – English – has a meeting scheduled with E Moroney in the coming week.</p> <p>L Elias – Maths – will be arranging a meeting with M Bartoli for after the half term break.</p> <p>W Mason – PE – met with S Perry prior to Christmas and did a lesson observation at the start of this term. WM noted that SP had only been in the role for one term. Currently the areas of focus are exam teaching for the first time in the new schools, the impacts of lockdowns and maintaining the attendance and engagement of SEND and PP pupils in Electives.</p> <p>P Benton – SEND – met with E Warrington and M Sackville-Ford and had discussed all schools in the Trust. The meeting had been particularly useful as there have been immense changes since the previous meeting 18 months ago. PB has also spent half a day in CHHS with the SEND Co-ordinator and completed 5 lesson observations. PB commented that she was very impressed by the student and staff focus.</p> <p>D Kershaw – Humanities – had scheduled a meeting which had to be postponed due to Covid. The meeting has now been rescheduled for after the half term break.</p>	<p>All</p>
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		CEO Update	<p><u>HGHS Ofsted Inspection</u></p> <p>LM reported on the recent Ofsted inspection at HGHS. The final report has not yet been published but LM commented how proud she was of the way in which M Stewart and M Vevers have led the school. This is only the third year HGHS has been part of the Trust and 2 of those years have been during the pandemic. It was also amazing to see the way in which staff across the Trust supported during the inspection.</p> <p>Trustees congratulated the Executive Team on the excellent outcome of the inspection and the turnaround of the school.</p> <p>Q – LE asked in the draft report there was a variability in teaching in a small number of subject areas and what steps are leaders taking?</p> <p>A – There will always be a variability in teaching due to experience, some ECT teachers have completed their training during a pandemic and only have a terms experience behind them at the present time. The Trust will continue with Professional Learning so that any variation is minimal.</p> <p><u>Woodford Primary School</u></p> <p>Construction is still on track at present. Currently the design of the building is only one form entry. There is no identified nursery space in the plans and the Executive Team are currently engaging with the developers. LM and WM are meeting with the Director of Education for Stockport to discuss furniture and IT provision for the building.</p> <p>The Section 10 consultation for Admissions is currently underway. There have already been 30 expressions of interest for places in the school. The only negative recorded in the comments from the consultation so far is that the school is not big enough. The consultation closes on 14th March which is 4 weeks before national offer day for primary school places.</p> <p><u>Growth Opportunities</u></p> <p>The Trust have been made aware of an opportunity with Manchester City Council for a city centre primary school. It is anticipated this would be a one form entry primary school with roof top playground. The opportunity has been discussed by the Executive Team who are of the opinion this is a unique opportunity and would increase the presence of the Trust in Manchester. The deadline for an expression of interest is 16.02.2022 and the school would open in September 2023. An update will</p>	LM
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			<p>be given at Trust Board Meeting 4.</p> <p>Work is ongoing for the marketing and opening of the 3 Sixth Forms at Laurus Ryecroft, Didsbury and Hazel Grove.</p> <p>Q – TL asked for the Manchester school what are the dates beyond 16.02.2022?</p> <p>A – There are no further dates at the moment, other than the school would be due to open in September 2023.</p> <p>Q – JC asked what are the secondary school options for Woodford School?</p> <p>A – The Trust are not able to mention our own secondaries in any marketing. It is to be noted that the school is for Woodford as a whole and not just the Woodford Development.</p> <p>Trustees were informed of the Woodford consultation events which will be held on 10.02.2022 and 01.03.2022, at which they would all be welcome.</p>	
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4	Being Strategic	<p>Theme: Unashamedly academic</p> <p>Priority: Curriculum Development</p> <p>Priority: Accountability and Quality Assurance</p>	<p>E Moroney presented to Trustees an overview of English across the Trust from her role as Trust Director.</p> <p>In the recent inspection Ofsted spoke highly of the intent and implementation of the curriculum. Students are empowered by the curriculum and feel listened to and that they have a voice.</p> <p>Trustees were given an overview of the English programme of study, for all year groups, in all secondary schools across the Trust. The core pedagogical approaches in English lessons are retrieval and recall, reading and practice. Assessment is a continuous process which is key in terms of assuring the intent of the curriculum is happening and having impact. Trustees were also shown a reading progression model for all year groups, with an example of texts appropriate to each year group.</p> <p>At Key Stage 3 the Trust curriculum is applied in all schools. Subject Leaders meet every half term and texts may change at individual schools.</p> <p>At Key Stage 4 the Trust curriculum is being embedded as there are now year 10 in two of the new schools. EM completes a QA report every half term for each school and it is evident from the visits that the curriculum is working.</p> <p>Q – TL asked how do you approach reluctant readers to try and enable them to read for pleasure and for betterment?</p> <p>A – By ensuring the suitability of texts and that interest is high. Staff work on reading for pleasure pedagogy. There will always be reluctant readers but we try to involve them wherever possible and to remove any barriers. For more able readers there is the supra curriculum which includes additional texts to read.</p> <p>Q – TL asked is reading cool in terms of students?</p> <p>A – Yes it is becoming more cool and acceptable. We are building a culture, but this does not happen overnight, where reading is core.</p> <p>Social media has a heavy focus. We want to ensure that reading is core and is under constant review. This is area of constant CPD for staff but ongoing issues are reviewed and discussed. Reading is beyond a classroom and a Library. It is vital to create opportunities for students to be able to read and talk. Reading is a master skill for the whole curriculum.</p>	
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			<p>M Retberg presented to Trustees an overview of History across the Trust from his role as Trust Director.</p> <p>The document circulated prior to the meeting summarises the process of what happens in a classroom as well as how the curriculum is structured and implemented. Progress in History is substantive knowledge, disciplinary knowledge and procedural knowledge. The core pedagogical approaches in History lessons are enquiry questions, retrieval and recall, reading and practice.</p> <p>The curriculum is having a massive impact across all of the Trust schools.</p> <p>Q – TL asked do you feel buffeted by the changing narrative, ie. BLM?</p> <p>A – it is not an action to teach an interpretation and not do it justice. There is far more being integrated into the curriculum.</p> <p>Trustees offered their thanks to E Moroney and M Retberg for the comprehensive presentations.</p> <p>Q – JC asked how does this work relate to the primary schools?</p> <p>A – EM commented that some work has been done in primary schools, in particular reading. There are valuable lessons to learn by working together.</p> <p>LW commented that the primary schools are very happy to have the expertise to call upon. Currently there are not Trust Directors within the primary sector but it is planned that the structure will be replicated in the future when there are more primaries in the Trust. Heads currently undertake a Trust Director role but for multiple subjects. This is illustrated in the Primary QA Processes Overview that was included in the papers for this meeting.</p>	
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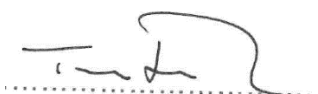
5	Holding to account	Risk management	<p>MV informed Trustees that the Risk Register had again been updated in line with changes in guidance. Tameside LA have currently requested students and staff in school to continue to wear masks in communal areas. This is only a request but has been adhered to. There are still cases in all schools but no schools have hit crisis point.</p> <p>It was noted that some areas of the support staff had been affected and staff have been redeployed across the Trust to cover.</p> <p>Leaders are constantly monitoring the situation and react accordingly, in communication with PHE if necessary.</p> <p>Q – RK asked if there was currently any information regarding exams? A – The exams will be going ahead this year and further information is expected in the coming weeks. Performance measures are expected to be back in place.</p>	
		Matters of compliance	<p>It was confirmed that the following matters of compliance are in progress:</p> <p>Performance Management of CEO – is currently taking place Trust approach to Curriculum and Assessment meets statutory requirements – it is confirmed the Trust is meeting all the requirements Compliance with SEND code of practice – The Trust is compliant EYFS policies and procedures are in line with the EYFS framework – the Trust is compliant Compliance with regard to statutory requirements for Careers Guidance – the Trust is compliant The Trust had an agreed approach for directing pupils offside, exclusion – the Trust has an agreed approach in place</p>	
		Approve policies are per the Trust Policy schedule	<p>Trustees <u>approved</u> the following policies:</p> <p>Behaviour and Anti-Bullying Policy (Primary) Minibus Policy Safer Working Practices Policy</p>	

6	Ensuring Financial Probity	Finance and Audit update – CFO	<p>There were no actions arising from the external audit report.</p> <p>WM confirmed that the Trust Financial Statements had been submitted to EFSA and Companies House within the relevant timescale.</p> <p>Q – TL asked if there are any worries on the horizon? A – Numbers in the new Sixth Forms are an unknown but the Trust has a planned marketing campaign and an excellent reputation. The Trust currently has the Reserves to allow the expenditure and there are no concerns.</p>	
7	AOB	Any other business	<p><u>Articles of Association</u> WM informed Trustees that the Articles of Association had required updating due to the addition of Woodford Primary School to the Trust. Eversheds Solicitors have been working on the updates which will then need to be approved by Members.</p> <p>LM informed Trustees that there had been two Head of School appointments within the Trust for September 2022. J Peet has been appointed as Head of Laurus Cheadle Hulme and R Thompson as Head of Cheadle Hulme Primary School. It was confirmed that the Chair of the Academy Committee of each school was a member of the interview panel.</p> <p>Q – JC asked if it was usual to advertise vacancies internally only? A – Talent management is the key and if you have the right candidates within the Trust. Succession planning is a high priority for the Trust going forward.</p> <p>MV informed Trustees that there is a focus on building potential within the Trust. The aim is preparing staff who would be able to pick up some responsibility in the future. The dedicated programme is going really well with one cohort completed and another in progress.</p> <p>Professional Learning is a real strength of the Trust and is key in all areas, for both teachers and support staff.</p> <p>JC commented that the importance of talent management cannot be left to chance. WM explained there had been a deep dive into each department in every school to identify strengths and to ensure deputies are in place.</p>	

8	Meeting Dates:	To note:	Wednesday 23 rd March 2022 at 10.00am Wednesday 4 th May 2022 at 10.00am Wednesday 6 th July 2022 at 10.00am	
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The meeting closed at 12.00pm

Impact of Meeting / Key Outcomes
Trustees discussed membership and succession planning
Trustees received a report on Trust website compliance
CFO confirmed that the Spring Census return had been completed and submitted for all schools
Trustees approved 6 Admissions policies which had required consultation and one interim policy for CHHS 11-16
The Chair of Audit Finance and Resources gave a brief overview of the committee meeting held in December 2021
LW gave a brief overview of the Governance, Oversight and Standards committee meeting which had taken place in January 2022
Trustees updated on their individual academic link meetings
CEO updated Trustees on the recent Ofsted inspection at HGHS, on Woodford Primary School and on opportunities for Trust growth
Trustees received a presentation from the Trust Directors for English and History
Trustees reviewed the updated Covid-19 Risk Registers
Trustees received confirmation that all matters of compliance were adhered to
Trustees approved 3 policies
CFO updated that there were no matters arising from the External Audit report and that the Trust Financial Statements had been submitted within the specified timescale
Talent management and succession planning within the Trust was discussed
CFO updated Trustees on the amendments required to the Articles of Association



Tony Little
Chair of Trust Board
23.03.2022