

TRUST BOARD MEETING

Date: 23rd March 2022
 Time: 10.00am
 Venue: Cheadle Hulme High School – Boardroom

Clerk: N Burgess
 Present: D Brown, T Little, P Benton, C Nevin, L Woolley, R Kumar, D Kershaw, W Mason and J Crombleholme
 Also in attendance: L Magrath, D Woolley and M Vevers,

	Action	Initials
1	Trustees were asked to inform the clerk of any changes to their Register of Business Interests	All
1	To give an update on the progress of the expression of interest made to Manchester City Council	LW/LM
2	To give an update on recruitment	TL
3	Trustees were reminded to send their completed record of visits to the clerk for retention centrally	All
4	Trustees to have a look at the Governance section on the Laurus Institute site	All
4	To update on numbers recruited to the SCITT	LM
AOB	To circulate the Skills Audit to Trustees and Governors for completion	NB

Agenda – Part 1				
Category	Item	Notes	Action	
1	Governance Arrangements	Apologies	Apologies were received and accepted from L Elias.	
		AOB items	Didsbury Capital Projects and Terms of Office will be discussed under item 7 of the agenda for this meeting.	
		Register of Business Interests	C Nevin has previously sent some changes to the Register of Business Interests. Trustees were reminded to send any changes to the Clerk.	All
		Minutes of the last Trust Board meeting	The minutes of the previous meeting, held on 2 nd February 2022, were <u>approved</u> as a correct record of the meeting. Actions arising: <ul style="list-style-type: none"> Trustees inform the clerk of any changes to their Register of Business Interests. WM had informed the relevant LA of the 	

			<p>approval of the Admissions policies and all school websites were updated accordingly</p> <ul style="list-style-type: none"> • LW had written the parents/carers of pupils 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. • Trustees were reminded to send their completed record of visit proformas to the Clerk • The Trust are still awaiting the outcome of the expression of interest submitted to Manchester City Council for the primary school in central Manchester – updates will be given at the next meeting 	LM/LW
2	People	Membership and succession planning	<p>TL and AL had met to discuss recruitment. Applications from suitable vetted candidates will be sent for consideration in the coming weeks from Nurole, a company who provide a recruitment service for Board level roles.</p> <p>An application had been received from G Turnpenney via Academy Ambassadors to join the Board of Trustees. GT had visited and met with the Executive Team who were very impressed with her CV and experience. The Executive Team felt that GT would be an asset to the Board, with a background in HR. Trustees <u>approved</u> G Turnpenney being appointed to the Board of Trustees. LM informed Trustees that GT was the daughter of M Turnpenney, who is a Member of the Trust. LM had worked with MT previously, 20 years ago, and had not previously met GT.</p> <p>The Chair and Vice Chair of the Trust Board are meeting another potential applicant following this meeting and will report back at TBM5.</p>	TL

3	Reporting	Trust Board Committee updates	<p><u>Governance and Oversight</u></p> <p>C Nevin gave Trustees a brief overview of the meeting which had taken place on 10th March.</p> <ul style="list-style-type: none"> • Chairs of the Academy Committee of each school will be attending the meetings to establish a link between the Academy Committees and the Trust Board. A Jarvis from CHHS was the first attendee • As a result each member of the GO&S committee has been allocated to be a regular point of contact for one or more of the Academy Committee Chairs • Chairs were also encouraged to set up their own support/sharing group • The Skills Audit was finalised and approved and will be issued in due course • A mentoring scheme for new Governors was discussed for the future • Recruitment is still ongoing to the Academy Committees, there has been one expression on interest for HGHS, four new recruits to LCH and CHPS are seeking to appoint new community governors • The Chair of the Trust Board is currently in conversation with potential Trustees who may find it beneficial to begin as Academy Committee Governors 	
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		<p>Link Trustee updates</p>	<p>Trustees updated on their academic visit links. Trustees were reminded to send their completed visit proformas to the Clerk for retention centrally.</p> <p>L Elias – Maths – Was not present at this meeting – an updated will be given at the next meeting.</p> <p>T Little – Academic Enhancement and Aspiration – T Little has recently met with H Eckhardt and H Brown. The programme is fully embedded and has the potential to be even greater. Achievement is close to excellence across the board and the question now is what is next for the vision and greatness?</p> <p>C Nevin – English – had met with E Moroney for half a day at HGHS. They had looked at the curriculum and adding value and had done some lesson observations and looked at students work. Diversity in Literacy was discussed along with contextualisation. Another meeting has been scheduled for the next half term.</p> <p>R Kumar – Science – Had visited some Science exam classes as part of the visit and was looking for consistency. Future follow up visits have been arranged.</p> <p>R Kumar – Careers – Lots of exciting work has already taken place and another meeting has been scheduled for HGHS in the week following this meeting.</p> <p>W Mason – PE – had updated Trustees at the previous meeting</p> <p>W Mason – MFL – WM had met with T Coltman to discuss the curriculum and how languages are taught in the Trust schools. A key challenge is there are some relatively inexperienced staff which means there is a need to build solid foundations. Sixth Forms were discussed and the need to ensure that students retain their interest in languages to continue to study in Sixth Form.</p> <p>D Kershaw – Humanities – A meeting had taken place at LCH 2 weeks ago where DK had met with M Retberg and the Head of Geography. DK had observed some y10 lessons. DK also discussed debating skills and whether there were opportunities for students to debate against other schools in the Trust in the future.</p> <p>LM commented that in terms of student voice A Raynor had recently visited Laurus Ryecroft and had met with students, who had asked her some excellent questions.</p>	<p>All</p>
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			<p>C Nevin commented that at the recent Academy Committee meeting at LCH 2 y10 students had presented to Governors and were very impressive.</p> <p>P Benton – SEND – A visit has not yet taken place this term but there had been 2 visits in the last term. PB will arrange to go into CHPS to discuss SEND provision in the primary schools.</p> <p>J Crombleholme – Sex and Relationships Education – the meeting with H Bowe had had to be postponed and has now been rearranged for after the Easter break.</p>	
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		CEO update	<p>LM updated Trustees.</p> <p><u>White paper</u> The White Paper on Education has not yet been published and as yet there is no confirmed date. It is thought the paper will include proposals for all schools to become part of a MAT in the coming years.</p> <p>There has also been a change to note that Trusts can now be inspected, rather than individual schools. The RSC will have the power to remove schools where necessary.</p> <p><u>Sixth Forms</u> MV updated that all Sixth Forms are in progress in advance of opening in September 2023. Staff are ready in each school and are working together to align. The Sixth Forms opening will be at DHS, LR and HGHS. Planning is taking place to co-ordinate the marketing strategy externally. There is also lots of work taking place in the schools with y10 students to retain their interest.</p> <p>Q – JC asked what do you mean by complimentary curriculum between HGHS and CHHS? A – We are working to ensure how to set up each Sixth Form so that they compliment each other around subject choices, for example CHHS will not offer Business Studies but HGHS will. Students will be able to apply for the Sixth Form which offers the subjects they choose.</p> <p>Q – RK asked when will you decide which subjects will be offered? A – We already know which subjects will be offered but there is a possibility some may not run if there are very low numbers.</p> <p>Q – JC asked if there is any consultation with Universities to see what is offered? A – This is not something we have done as we do not want the students to be restricted to staying local in their University choices. HE is fully aware of what skills Universities are looking for and our core offer is planned accordingly, everything is geared towards their destination and beyond, including careers education.</p> <p><u>Woodford</u> WM updated Trustees that Admissions opened on 14th March for the 30 places for September 2023. To date there have been 21 applications and Leaders are confident the school will be full. Parents/carers have</p>	
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			<p>completed a register of interest and are being regularly updated. The Woodford Community hall has been booked for a transition event after school place offers have been confirmed on 19th April.</p> <p>Everything has been done to ensure that the Funding Agreement is with the Secretary of State, within the deadline, for signing.</p> <p>One element, which is out of the Trust control, is a land legal document, which is being dealt with by the developer and the LA. If the issue is not resolved by offer day parents will receive 2 school offers, one of which will be conditional for Woodford.</p> <p>The building work on the school was delayed slightly due to the recent storms but is progressing and should be ready to handover at the end of June/early July.</p> <p>There have been 2 teachers recruited for Woodford. One from CHPS and one Associate Teacher from the SCITT.</p> <p>Interviews are currently taking place for the post of School Operations Manager.</p> <p>LW and E Drake are working closely on Ofsted preparation.</p>	
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4	Being Strategic	<p>Theme: Our people</p> <p>Priority: Recruitment and retention of our best staff</p>	<p>Recruitment and Retention has been delegated to the Audit, Finance and Resources Committee at the July meeting. J Jenkins, Trust Director for HR will attend to present to Trustees.</p> <p>Currently there have been 120 teachers recruited across the Trust for September 2022.</p> <p>Q – TL asked what percentage are left to appoint to? A – it is difficult to know until after 31st May. Maths has been difficult. There were 14 Maths teachers required across the Trust. Physics and RS have also been difficult to appoint to.</p> <p>Q – TL asked that Maths and Physics have traditionally been difficult to recruit to, what about English? A – English has been no problem at all and Maths are now done.</p> <p>Q – Are any of the Maths teachers from the SCITT? A – No are we did not have any Maths trainees this year. There have been a lot of NQTs appointed across the Trust and recruitment of good candidates has been shared trust wide.</p>	
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		<p>Priority: Staff well-being</p>	<p>Prior to the meeting the following documents were circulated to Trustees:</p> <ul style="list-style-type: none"> • Employee Engagement survey results • You said, we listened • You said, we did • Valuing You – March 2022 staff well-being newsletter <p>Trustees were invited to ask any questions.</p> <p>Q – TL commented that the results of the surveys were very positive. Do we run our own surveys? A – Employee Engagement survey is the Gallop standard sector survey.</p> <p>LM commented that flexible working requests are made by staff and are dealt with on an individual basis and that all are accommodated where possible.</p> <p>Q – TL asked in terms of flexible working requests what are the maximum number which can be accommodated? A – We never say no to Mums returning to work. We are open to all requests, with the caveat that the request has to work for the employee and for the Trust. Flexible working requests are good for staff well-being and also retention.</p> <p>Q – TL asked what are the difficulties faced with this, could this possibly result in two teachers for one class? A – We are open to options and try to accommodate wherever possible, for example the timetable allows non-contact time unit 1 to allow school drop off. There are benefits of staff sharing a class in some subject areas. Each request is dealt with individually in each school.</p> <p>WM commented that in Central Services they have been looking at what other industries offer. How can we offer smart working as a hybrid with a combination of home and office working for roles in HR/Payroll/IT and Finance. More and more staff are requesting a hybrid working model and there is a need to manage carefully to get the balance right.</p> <p>Q – How many people could potentially be involved in smart working? A- 45 to 50.</p> <p>IT infrastructure supports efficient ways of working and reducing un-necessary workload:</p>	
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			<p><u>Trust Wide SCR</u></p> <p>All schools in the Trust now use the exact same SCR template which is held on Sharepoint. DB and TL had met following the last Trust Board meeting and had reviewed the SCR and the details of the checks held within. The SCR is updated ongoing as a live document which is accurate all the time. TL commented that on reviewing the SCRs it was found to be a very impressive format and document.</p> <p>Trust wide the QA is done on individual SCRs by key personnel. The Designated Safeguarding Lead, their Deputy and the Head of School sign off in each school every half term. The designated Safeguarding Governor in each school will also review and sign off as part of their visit.</p> <p><u>I-Trent</u></p> <p>WM talked Trustees briefly through the I-Trent system which is used by HR and Payroll. Further modules are being built over time and the Trust have recruited a specialist analyst to develop the system and its functionality further.</p> <p>The system is also employee friendly and every member of staff can access to review their pay details, pay slips, for mortgage applications and update their personal details.</p>	
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		<p>Priority: Professional learning and development</p>	<p>DW presented to Trustees on professional learning opportunities available to all staff.</p> <p>ITT providers have had to recently apply for reaccreditation and the Trust are currently awaiting the outcome, which is due in May 2022.</p> <p>ECT (Early Career Teachers) are now on a 2 year programme with a strict timetable for the 2 years of a set DfE programme to follow. Previously ECT was known as NQT and RQT. All teachers across the country now receive the same input.</p> <p>In terms of professional development across the Trust the Laurus Institute site has been developed within Sharepoint. There is also a section on Governance within the Laurus Institute and Trustees were invited to access and have a look around.</p> <p>For teaching staff there are a number of opportunities available:</p> <ul style="list-style-type: none"> • Masters in conjunction with MMU – approximately 2/3 of staff have already completed, or are currently on the Masters programme • NPQ – run by Ambition Institute – is specific to teaching and developing teaching pedagogy • C-Teach – Chartered College of Teaching at UCL – this is currently only provided in the North West and the second cohort is currently in progress <p>Other opportunities for teaching staff include:</p> <ul style="list-style-type: none"> • Research reviews – staff present a seminar on their Doctorate or Masters work to their peers and this is live streamed across the Trust • ARC – Staff study a book as a reading group, the books are carefully chosen and are reviewed to drive forward an agenda across all schools • Uber ARC is all schools coming together and the event being live streamed to all schools participating. • All live streamed events are recorded and are available for staff to access at a later date, via Sharepoint • FPL are short sessions which are run on a weekly basis and are individual to schools. Attendance is entirely voluntary and is considered good CPD for staff • Journal club – an article is selected and staff have a couple of weeks to read before debating 	All
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			<p>their thoughts with their peers</p> <p>The Laurus Institute encompasses all schools and each school has their own school specific page. There is a Trust wide offer but it is acknowledged that what works in one school may not necessarily be appropriate for another school.</p> <p>Q – RK asked do all teachers sign up to at least one aspect? A – All teachers do ARC as this is compulsory. Many others attend FPL as an addition and large numbers of staff are opting to study their Masters qualification.</p> <p>Trustees were very impressed to note that 2/3 of staff have opted to study for the Masters qualification across the Trust.</p> <p>Q – RK asked are there opportunities for teachers to get together? A – Teachers meet in schools and in their subject areas but it would have to be of benefit for them all to meet together. Uber ARC encompasses all school.</p> <p>Trustees were informed that primary colleagues would be attending DHS in the coming week.</p> <p>LM commented that in terms of support staff there is not as much quality CPD available and a lot of training is being developed in-house.</p> <p><u>Altius Update</u> All ITT providers have had to submit a bid for re-accreditation to the DfE. Altius submitted their bid in February and the outcome will be known in May. There is great uncertainty in the ITT sector at present, due to a number of comprehensive changes.</p> <p>Recruitment to the SCITT is a massive concern, which is an issue nationally. The Trust Director of Marketing is working on an advertising strategy to market the SCITT to potential applicants. There is a lot of competition in this area. The removal of a large number of bursaries has had a massive negative effect on recruitment.</p> <p>Current numbers recruited are:</p> <p>Secondary – 10 recruited and 4 pending – from 37 applications (which is down by 50% on applications at the same point last year)</p>	
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		<p>Primary – 7 recruited and 1 pending from 31 applications (which is in line with the same point last year)</p> <p>In terms of recruitment to Laurus schools currently there have been 9 secondary and 1 primary Associate Teachers appointed.</p> <p>A further update will be given at the next meeting on the effect of the marketing strategy and the numbers recruited.</p>	LM/LW
	Planning for TBM5	<p>TBM5 will be a strategic planning meeting which will allow Trustees to undertake evaluation and plan future steps.</p> <p>A draft plan for the day was circulated prior to the meeting.</p> <p>MV will start the day with a “health check” – why do we exist, what do we stand for and what is important right now?</p> <p>The Trust Development Plan (TDP) priorities will then be reviewed in 3 smaller working groups.</p> <p>The skills audit outcome will be reviewed, alongside the 21 questions a MAT should ask itself.</p> <p>The MAT Improvement Capacity Framework Heatmap will be reviewed and linked to the TDP priorities.</p> <p>There will then be an opportunity for the smaller working groups to reconvene and refine their specific areas of the TDP.</p> <p>Following a working lunch and feedback the Chair of the Trust board will summarise and close the meeting.</p>	

		Stakeholder engagement	<p>Earlier in March, Trustees were contacted to approve the proposed admissions policy for Woodford Primary School. This was required due to the admissions process commencing on 14 March. Trustees confirmed their <u>approval</u> of the proposed Admissions policy.</p> <p>WM feedback to Trustees the outcome of the Section 10 Consultation report for Woodford Primary School. The outcome had shown the strength of the support for the school.</p> <p>There had only been a couple of negative responses received and these were directed back to the LA to respond. There was a strength of feeling from the consultation that parents/carers felt the schools should be 2 form entry.</p>	
5	Holding to account	Risk management	<p>The updated Primary and Secondary Covid Risk Assessments were circulated prior to the meeting. Both documents are regularly updated in line with changing guidance. Trustees found it useful to have oversight of the document ongoing.</p> <p>It was noted that there are a significant number of staff and students absent at present due to Covid. Staff absence is a worry with 9.1% of teachers off due to Covid. This is being carefully monitored. There is a local outbreak plan in place at all schools. Staff are moving across the Trust to help wherever possible.</p> <p>Q – PB asked in terms of school trips being back up and running are there enough staff available? A – Yes there are staff available with additional staff in place just in case, particularly for the trips planned abroad.</p>	
		Delivery of DBS and Section 128	DB confirmed that DBS and Section 128 checks have been completed for all staff as part of the onboarding checks.	

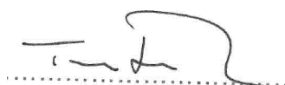
		<p>Approve policies as per the Trust Policy Schedule</p>	<p>The policies have been checked by DK and CN as part of the Policy Sub Group and are recommended to Trustees for approval:</p> <p>Trustees thanked DK and CN work their work and <u>approved</u> the following policies:</p> <ul style="list-style-type: none"> Anti-Bribery, Fraud and Corruption Policy CEIAG Policy Charging and Remissions Policy Consent Policy Data Protection Policy Data Breach Policy Data Subject Rights Policy Staff Acceptable Use for ICT Secondary Policy Trips and Visits Policy 	
		<p>School Resource Management Self-Assessment</p>	<p>WM confirmed that the required School Resource Management Self-Assessment Tool checklist had been submitted to the DfE on behalf of the Trust.</p> <p>Trustees were issued with a copy for their information and were invited to direct any questions they may have to WM. Trustees <u>approved</u> submission of the return and the information submitted.</p>	
6	<p>Ensuring Financial Probity</p>	<p>DfE Revenue funding Settlement</p>	<p>WM confirmed that each school GAG statement for the next academic year has been received and were as expected. Funding has been included to cover the national insurance increases.</p> <p>The process of setting the budgets for the coming year will now commence and meetings will take place with each individual Head of School.</p>	

7	AOB	Didsbury Capital projects for approval	<p>This item has been added to the agenda due to there not being an Audit, Funding and Resources Committee meeting scheduled until May.</p> <p>The new building at DHS does not have sufficient dining space as the school reaches capacity. It is proposed to make some changes to the internal spaces to allow creation of additional dining facilities and students social areas. The estimated cost of the works has been estimated at £400,000 and will include:</p> <ol style="list-style-type: none"> 1. Creating additional offices in an unused area on 3rd floor (sixth form) 2. Converting and office and storeroom on 1st floor into a dedicated year 11 dining area 3. Opening an undeveloped void on the 2nd floor and converting into lounge area /social space for year 10 4. Opening of void on the 3rd floor to be used as a storeroom to replace the one lost for the dining area. <p>In terms of the impact on reserves the last management accounts forecast year end reserves of £620k. Current planned works will leave unallocated reserves of £65K which is healthy for a school in the third year of opening (2% of annual GAG).</p> <p>The recommendation to Trustees is that the school undertakes a formal tender for the works to be completed in September 2022. It is planned, to speed up the process, that the work is tied in to the HGHS Sixth Form tender process. Due to the scale of works there would be some impact during term time but this would have no effect on teaching and learning.</p> <p>Trustees <u>approved</u> the following in relation to the proposed project:</p> <ol style="list-style-type: none"> 1. Agreement to proceed with the proposed works 2. Agreement to combine with the tender process at HGHS Sixth Form so the preferred contractor undertakes both projects, in addition to a smaller project at Ryecroft to create an year 11 dining room 3. Agreement that once the tenders have been received and evaluated, and the Contract Manager has recommended a winning bid, that the Chair of the AF&R committee has the delegated authority to approve the contract award for the work at all 3 schools 	
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		Terms of Office	The term of office of W Mason is coming to the end of the 4 years. Trustees <u>approved</u> that as the role of CFO the term of office be extended for a further period of 4 years.	
		Skills Audit	The skills audit suggested by C Nevin will be formulated and issued to all Trustees and Governors for completion.	NB
8	Meeting Dates:	To note:	TBM 5 - Wednesday 4 th May 2022 at 10.00am TBM 6 - Wednesday 6 th July 2022 at 10.00am	

The meeting closed at 11.55am

Impact of Meeting / Key Outcomes	
Trustees approved the appointment of G Turnpenney to the Trust Board	
C Nevin gave an overview of the recent Governance and Oversight meeting	
Trustees updated on their individual academic link visits	
CEO updated Trustees on the progress of the Sixth Forms and Woodford Primary School	
Trustees discussed staff well-being and the initiatives used within the Trust	
Trustees received a comprehensive presentation on the opportunities available to staff for Professional Learning and Development	
Trustees received an update on recruitment numbers to the SCITT	
The plan for TBM5 was discussed as this meeting will be a strategic planning meeting	
Trustees had previously approved the Woodford Primary School Admissions policy and received an update of the outcome of the Section 10 consultation	
Covid Risk Assessments for Primary and Secondary were reviewed by Trustees	
D Brown confirmed that DBS and Section 128 checks had been completed for all staff	
Trustees approved 9 policies	
Trustees approved the content and submission of the School Resource Management Self-Assessment Tool checklist	
W Mason confirmed to Trustees that the GAG statement for each school had been received and the process of setting budgets for the following year will now begin	
Proposed capital projects for alterations to DHS were approved	
W Mason was reappointed to the Trust Board for a further period of 4 years	
An updated Skills Audit will be circulated to Trustees and Governors for completion	



Tony Little
Chair of Trust Board
04.05.2022