



TRUST BOARD MEETING

Date: 4th May 2022
 Time: 10.00am
 Venue: Cheadle Hulme High School – Training School

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

Action		Initials
1	Trustees were asked to inform the Clerk of any changes to their register of business interests	ALL
1	To update Trustees on the outcome of the Manchester Primary School interview	LW
2	To update the wording in the Trust Development Plan following discussions at this meeting	MV
2	To consider change and growth in a small sub group, including AL.	RK/TL
2	To market the Laurus institute within the recruitment offer for the Trust	JJ/LM
2	To produce a brief paper, for TBM6, on the benefits of broader communication and links	LW/LM
2	To look at producing a job description for the Chair of Committee role	LW
2	Trustees were invited to complete the MAT improvement capacity Heat Map	ALL
AOB	To redistribute the Skills Audit to encourage completion – to Trust Board and all Academy Committee Governors	NB

Agenda – Part 1

Category	Item	Notes	Action	
1	Governance Arrangements	Apologies	Apologies were received and accepted from D Kershaw and J Crombleholme.	
		AOB items	G Turnpenney was welcomed to her first Trust Board meeting.	
		Register of Business Interests	Trustees were asked to report any changes to their record held to the Clerk	ALL
		Minutes of the last Trust Board meeting	The minutes of the meeting held on 23 rd March 2022 were <u>approved</u> as a correct record of the meeting. Actions arising: <ul style="list-style-type: none"> L Woolley confirmed that the Trust would be 	LW

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			<p>having an interview on 13th May, following their expression interest in the Central Manchester Primary School, and an update would be given at the next meeting</p> <ul style="list-style-type: none"> • Nurole have been appointed to seek applicants for recruitment as Trustees and Governors • Trustees had sent their completed record of visit proformas to the Clerk and were reminded to do so ongoing • Trustees had looked the Governance section of the Laurus Institute area on Sharepoint • Trustees received an update on recruitment numbers to the SCITT. • The Clerk circulated the Skills Audit to all Trustees and Governors for completion 	
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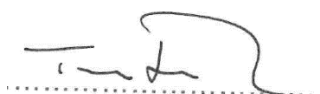
2	Being Strategic	Annual Self Evaluation and strategic planning	<p>Self-evaluation <u>Unashamedly academic</u> CN fed back to Trustees on behalf of the group. The section of the Trust Development Plan (TDP) had been RAG rated by the group. Internal and external QA is vital to allow amber to be rated green and to show clear progress in all areas of the TDP</p> <p>All schools would need to perform all functions to be outstanding. The group had considered what is good, what is seen as great and what makes a good school. Ofsted inspections were considered and could be over a number of years to inspect all schools. The group had discussed what characteristics make us great and how do we measure what we do and what we need to do.</p> <p>Destinations of students was also discussed – there are different routes for students to consider, such as university and apprenticeships.</p> <p>Action – Change of wording within the TDP in light of the discussions. Refine language constantly to take in the direction to go without using limiting words.</p> <p><u>Influence</u> RK fed back to Trustees on behalf of the group. The group had RAG rated the section of the TDP.</p> <p>The group had considered what are the 2025 targets for the Trust? Targets should have value and purpose. There were some areas which were rated green but where it was felt there may be capacity and ability to do even more. Indicators of success were considered as amber at this stage.</p> <p>The group had considered the original target of 10,000 students and how far off this figure the Trust currently were. The key question considered is how do we grow? Do we have the ambition to grow faster? Trustees were informed that SLT capacity within the Trust was under constant review in line with succession planning for the future.</p> <p>The group had considered should the Trust be looking at a larger target in view of the recent White Paper? What do we need to do to further build capacity?</p> <p>The conclusion reached was to challenge to create further capacity and opportunities where possible.</p>	MV
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			<p>Action – To consider change and growth in a small sub group, including AL.</p> <p>LM commented that the White Paper gave MATs the opportunities to grow but that the Trust would not want to grow too quickly. There will be opportunities to grow quickly but this would not be possible without finance for rapid growth and improvement. It would be difficult to overcome reputational damage if growth is not carefully considered and done right. The speed of growth is driven by the resources available.</p> <p>The question was considered – Do the Trust Board, the Executive Team and AL have the appetite for growth? It was noted that speed is dictated by the market available. It is not always best to move too fast and each opportunity should be carefully considered.</p> <p>Whilst there will be opportunities for growth over the next 3 years it will be a challenge to grow at the right pace. The quality should be undiminished and the Trust should grow in a rate and manner to achieve this.</p> <p>Q – What do we do when an opportunity arises? A – As a Trust we consider all options carefully.</p> <p>It was noted that 10,000 students was an aspirational target when set, as at that time there was only CHHS and Gorseley Bank in the Trust.</p> <p>It is vital that there must be a robust due diligence process in place to that all opportunities are considered for schools coming on board and the level of support each school will require.</p> <p>Q – What would be the consequences of not doing anything for some schools? A – Academy Trusts of one school (SATs) will need to link with other schools to grow a MAT, or to join an established MAT. There will be lots of opportunities which will become available in the near future. There will be opportunities for Laurus Trust to grow to the next stage and to benefit from economies of scale.</p> <p>Q – As an Executive Team and Trust Board what is our appetite? A – We would like to expand the opportunity to as many young people as possible. Everyone has the appetite to grow but the massive consideration is how much we grow and how fast.</p>	RK/TL
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			<p>LM commented that funding for school improvement is a massive issue when considering growth opportunities and £500k is a realistic amount per school to make provisions for school improvement.</p> <p><u>Our people</u> PB fed back to Trustees on behalf of the group.</p> <p>When RAG rating it was important to note that there were no areas rated red and it was roughly 50/50 split between amber and green. It was noted that all amber areas were considered to be in place and working but that it was vital not to become complacent.</p> <p>A staff survey has recently been completed and analysed. It was noted that there had been an increased provision of emotional support for staff available.</p> <p>In the support staff survey a number of people had been named individually and it was felt that there should be some reward or recognition to these staff.</p> <p>The HR Hub, and also the Health and Wellbeing newsletter, offers a wealth of information and signposts to support for staff. It was discussed that it would be beneficial to monitor the traffic viewing these resources to know the number of staff accessing them.</p> <p>There is uncertainty at present within the Training School due to numbers recruited and also the outcome of the bid submitted for reaccreditation. It is possible that in Spring 2023 there may be the Ambition South Manchester hub.</p> <p>In terms of indicators of success there is a need to tighten up measures to be quantifiable and to use the data available. With regards to IT available to staff there are currently plans to change the Management Information System across all schools in the Trust.</p> <p>Trustees felt the Laurus Institute was a valuable staff resource for ongoing Professional Development and that this offer should be utilised as a selling point for recruitment and retention.</p> <p>Action – To market the Laurus Institute within the recruitment offer.</p>	JJ/LM
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			Trustees asked for a brief paper on the benefits of broader communication and links to be produced for the next meeting. LW agreed to look at producing a job description for the role of Chair of Academy Committees. MV invited Trustees to complete the MAT improvement capacity Heat Map.	LW/LM LW ALL
3	Holding to account	Approve policies as per the Trust Policy schedule	Trustees approved the following policy: Media Policy	
	AOB	Skills Audit	It was noted that a large number of Trustees and Governors had yet to complete. It was agreed to relaunch again to encourage completion, which would in turn allow for more accurate analysis.	NB
4	Meeting Dates:	To note:	TBM6 – Wednesday 6 th July 2022 at 10.00am The meeting dates for the next academic year will be circulated at TBM6.	

The meeting closed at 1.10pm



Tony Little
Chair of Trust Board
06.07.2022