



MINUTES OF TRUST BOARD MEETING

Date: Wednesday 5th July 2023
 Time: 10.00am
 Venue: Laurus Trust- Boardroom

Clerk: N Burgess
 Present: D Woolley, M Vevers, T Little, S McGill, C Nevin, R Kumar, G Turnpenney, J Crombleholme, L Magrath, L Woolley, A Gilmour and D Brown

	Action	Initials
1	Diversity data of Trustees and Governors to be updated and published	NB
2	To send a link to the Teams file area containing the management accounts	NB
2	To update the Scheme of Delegation to separate Audit and Finance	LW
2	Overview of final audited accounts to be added to Finance and Resources SOB and TOR	SM
2	Pupil outcomes to be added as a specific agenda item for ACM1 meetings	LW
2	To revisit and review Trust Board committee membership	TL
3	To notify the Chair to raise an expression of interest in the vacancy for Trustee Link for SRE	All
4	TDP to be added to the agenda for the Trustee and Governor conference	LW
4	Headline measures to be added to the TDP	MV
6	Review the Behaviour, Uniform and Mobile Technology policies for Priestnall School to be in place for 1 st September 2023	CN
6	To update Trustees on the progress of the application of a primary school to join the Trust	LW

Agenda – Part 1			
Category	Item	Notes	Action
1	Governance Arrangements	Apologies were received from W Mason and D Kershaw.	
		There are two additional business items which will be raised at this meeting: Priestnall policies for September – Behaviour, Uniform and Mobile Technology (LW) Cyber Security and resilience (JC)	

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	Register of Interests	There were no changes reported to the Register of Business Interests.	
	Minutes of the last Trust Board Meeting	Minutes of the meeting held 3 rd May 2023 were <u>approved</u> as a correct record of the meeting. Matters arising: Diversity data will be published and shared with Trustees	NB
	Trust Board Committee Chair Updates	<p><u>Governance, Oversight and Standards</u> CN gave Trustees an overview of the meeting held 4th May 2023.</p> <ul style="list-style-type: none"> • We are considering the skills audit and how best to proceed going forward • Vice Chairs of Academy Committees was discussed • New record of visit proformas for SEND and Safeguarding were approved • The Chairs of Laurus Ryecroft and Hazel Grove attended to speak to Trustees, this was also a good opportunity for the Chairs to have a conversation with each other and raise any issues • Attendance, across the board, for the coming year and how to proceed with persistent non-attendance of some AC Governors was discussed • The conference will be a good opportunity for Chairs to meet together • An email group has been set up to allow AC Chairs to contact each other and to support or raise any questions • Governors of Crown Street will attend Gorsey Bank AC meetings initially • CN shared feedback the recent Head of School interview process which he had been a panel member of • Governors of Priestnall have recently met with CN and LW to see how governance works within the Trust <p>The planned meeting for June had been cancelled due to the number of apologies received. From September 2023 the meetings will now be scheduled for immediately after Trust Board meetings 1, 3 and 5.</p>	

			<p>Finance and Resources committee also have sight. SM will share with CFO to make this revision.</p> <p><u>Governance, Oversight and Standards Schedule of Business</u> There are no significant changes to the SOB for this committee.</p> <p>All schedules of business will be reviewed annually.</p> <p>Q – There does not appear to be a SOB for the Pay Committee? A – This is because the Pay Committee is within the Trust Board SOB as it is only one meeting per year.</p> <p>Trustees <u>approved</u> the Trust Board and Committee Schedules of Business.</p> <p><u>Terms of Reference</u> It was confirmed that the Terms of Reference for the four committees had been agreed with the Chairs prior to the meeting and there were no further questions.</p> <p>Trustees <u>approved</u> the terms of reference for the four committees.</p> <p><u>Academy Committee Schedule of Business</u> The SOB has now been updated and streamlined to split between primary and secondary. All Academy Committees have 4 meetings per academic year.</p> <p>Following a discussion, it was requested that pupil outcomes be specifically referenced in the agenda for ACM1 meetings. LW agreed to update the SOB.</p> <p><u>Trust Board Committee membership</u> It was agreed that GT would be appointed Chair of Pay and Remuneration to ensure that all committees had a separate Chair.</p> <p>Membership of each committee, and the numbers required to ensure the meetings are quorate, was discussed. It was agreed that the membership will be revisited at the next meeting of the Trust Board.</p>	<p>SM</p> <p>LW</p> <p>TL</p>
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3	Reporting	Link Trustee updates	<p><u>Maths-</u> (AG) – AG has met with Trust Director for Maths. It had been a good initial meeting. AG had also sat in a Head of Maths planning meeting, which had been very useful. The meeting was good to gain an understanding of the why and how and be able to challenge.</p> <p><u>English</u> – (CN) – CN has a meeting planned before the end of term with the newly appointed Trust Director of English (KB).</p> <p><u>Science</u> – (RK) – there have been no further updates since the last meeting.</p> <p><u>MFL</u> – (SM) – The Trust will now be teaching Latin. SM had met the Trust Director of MFL and had visited CHHS and DHS and observed 7 lessons in total. SM had found it fascinating how students are taught and how they are able to construct such complex sentences. The next visit will focus on assessments.</p> <p><u>CC&R</u> – (TL) – TL had attended the Laurus Live Event at RNCM the evening prior to this meeting. It had been a spectacular event involving musicians from all of the secondary schools within the Trust.</p> <p>TL will also be meeting the TD for CC&R immediately after this meeting.</p> <p><u>Safeguarding</u> – (TL) – TL commented that the mechanics is the safeguarding systems in place across the Trust, including the SCR, are as good as any he has ever seen. The meeting held was informative and productive and all challenge and questions were answered to provide complete reassurance.</p> <p><u>SEND</u> – (GT) – 2 visits have been completed to date. In May 2023 the visit included Literacy Intervention and year 7 assessments. The visit also included overview of mid and year end impact reports.</p> <p>The second visit in June 2023 had a focus on SEMH – Assessment, Responses and Intervention. GT had found the visits to be encouraging and inspiring. There is a big focus on training and development of Trust staff. It was noted that some schools are more embedded with the processes, and it is vital that the timing is right. The next visit will have a Numeracy focus.</p> <p>SRE – Vacancy – Trustees are asked to notify their</p>
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			<p>interest in becoming Link Trustee to the Chair</p> <p>Primary – (JC) – JC has made visits to both CHPS and GBPS and had introductory meetings and a walkaround each school. The issue of wraparound care was discussed and this may need to be revisited at a future Trust Board meeting. A further visit to Woodford Primary School is planned for later in the week of this meeting.</p> <p>CEIAG – (RK) – There have been no further visits to update on at this time.</p> <p>Q – RK raised that in Maths there is an issue of synchronisation with the Science agenda, example Physics and Maths, whereby subjects had not yet been covered in Maths?</p> <p>A – We are trying to make this as seamless as possible and also synchronise the same teaching methods. We are working to align the timings where possible.</p>	All
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4	Being strategic	Management of Trust Growth	<p>The Trust Development Plan, circulated prior to the meeting, was updated following the strategic planning meeting held in May 2023.</p> <p>In section one the closure of the SCITT means that in the future this will not be a pipeline for future talent.</p> <p>Trustees felt the TDP was a more succinct and streamlined document which was reflective of their input and conversations. The Executive Team thanked Trustees for the work they had undertaken and their input.</p> <p>RK commented that it would be interesting to see if there was any feedback from Academy Committee Chairs on the content of the TDP. It was agreed that this would be on the agenda for the Trustee and Governor Conference in November.</p> <p>A Trustee asked about the inclusion of headline measures to enable Trustees to be able to monitor and measure success. It was agreed that measures would be added in bold and shown as an external measure.</p> <p>Trustees <u>approved</u> the Trust Development Plan.</p> <p>DW informed Trustees that they should be aware that the Summer 2023 results will be compared to the 2019 results, as directed by Chief Regulator of Ofqual.</p> <p><u>Crown Street</u> The building of the school is in progress. There have been 2 information events held at Central Library Manchester. Although there was not a great number of parents/carers in attendance there was definite interest in the school from those who did attend.</p> <p>H Thompson has been appointed as the Head Designate. Admissions open in August 2023. The website is a valuable marketing tool for the school and will be updated and evolve ongoing. A consultation is now open for responses. A significant amount of work has been undertaken by WM and Central Services colleagues.</p> <p>Q – Is there any physical capacity to extend the building in the future? A – None at all.</p>	<p>LW</p> <p>MV</p>
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			<p>Q – What are the plans for wraparound care?</p> <p>A – The proposal for the numbers is that there will be provision for breakfast club and after school. We are considering external providers. There are a number of criteria to consider.</p>	
		<p>Priority: Marketing, Communication and Branding</p>	<p>Trustees were pleased to receive the Crown Street Primary School brochure.</p>	

5	Holding to account	Safeguarding	<p>DB presented the Safeguarding at Scale document to Trustees.</p> <p>There is currently a Head of School, Designated Safeguarding Lead and Deputy Designated Safeguarding Lead in all schools. The postholders regularly meet trust wide to share good practice and offer support and challenge. Safeguarding communication in our schools is vital. TL is the designated Link Trustee for Safeguarding and regularly meets with DB.</p> <p>The role of DSL can at times be full time and there may be a need to be a review of the structure in the future. A Lead DSL across the Trust would not have responsibilities in one specific school. Scaling up as we grow is something we are looking at for the future.</p> <p>In the next academic year the Trust DSL group will also include our primaries. There is also a separate behaviour group and work is ongoing in both areas.</p> <p>Training for DSL and DDSL was discussed and is vital. As a Trust the top level of Safeguarding training is always provided to postholders. The wider safeguarding team in each school includes Heads of Year and pastoral staff. The Designated Safeguarding Lead role can be a tough job and we need to support our colleagues at all times. Heads of School also know to stop everything for their DSL. DSL know that they have the backing of the Head of School 24 hours a day, 365 days a year. Trustees were reassured to know that there are a number of well trained safeguarding staff across the Trust is these key roles.</p> <p>Academy Committees have a designated Safeguarding Governor who feeds back to them on visits to school, this ensures transparency to Governors of the good culture embedded in our schools.</p> <p>Safeguarding is always shown as a risk on our Risk Register and we are confident we have the processes and controls and mitigations in place.</p> <p>Q – How do you mitigate a Trust DSL not having a specific school and the knowledge that comes with day to day school experience?</p> <p>A – This is something we are looking at going forward and considering wider. The postholder would need to have significant school experience and knowledge. We have taken advice from other trusts who operate the</p>
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			<p>model successfully and would require careful consideration before any appointment was made.</p> <p>J Jenkins attended to present the Safer Recruitment process from advert to onboarding.</p> <p>JJ talked Governors through the steps taken via the rigorous process adopted by the Trust which is embedded in our practice.</p> <p>Safer recruitment training is completed via Educare and is refreshed every 3 years. Safeguarding is referenced throughout the whole recruitment process. For example the initial advert includes a safeguarding declaration, the Child Protection Policy, and links to Keeping Children Safe in Education. The job description and person specification specifies the core behaviours and values, the breakdown of the role and responsibilities including to safeguarding. We consider these to be non-negotiables.</p> <p>As a Trust we only accept our own fully completed application forms, no CVs, and will question any gaps in employment, qualifications, two or more references will be sought and one must be from the candidates current school. Our reference request form also includes a safer recruitment declaration.</p> <p>Shortlisting is completed by a panel who have undertaken Safer Recruitment training. Candidates invited to interview complete a criminal record self-declaration in advance.</p> <p>Interviewing panels have access to a suite of interview questions which include all aspects of Safeguarding. Any queries which arise during interview are referred to the DSL to risk assess.</p> <p>Once an offer of employment is made the offer remains conditional until all pre-employment checks have been completed.</p> <p>Q – Are the checks done externally? A – They are undertaken by the Trust HR team.</p> <p>Following appointment staff then complete their induction and there are a number of preinduction tasks they must complete before joining. There are then various stages to the induction period, starting from day 1.</p>	
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			<p>As a further measure the Trust also ask all staff to complete an annual disclosure declaration at the start of each academic year.</p> <p>Q – If somebody had committed an offence which they did not declare how would be find out? A – Some schools and trusts do a 3 yearly DBS renewal. We do not undertake this but will redo a DBS when a member of staff moves into a different role. DB commented that the Police will also inform the school if anything comes to light. In this case we would refer to the LADO/HR and take further advice.</p> <p>Since September 2022, in line with KCSiE guidance, we have also undertaken social media searches on new starters, these checks are made prior to an offer of employment. If there were any concerns raised arising from the check they are referred to the DSL. There are only senior members of staff within each school trained to carry out the social media checks.</p> <p>Q – How do you obtain a school reference for an ECT as they will not currently be employed in a school? A – The Trust insist on references from their HEI and their mentors in the placement schools.</p> <p>GT commented that it is complex and challenging recruitment process and it is reassuring to know that the DSL can be referred to at any stage.</p> <p>HR are currently onboarding 165 new starters for September 2023. DBS checks and medicals can only be done, to remain valid, 90 days before appointment. DBS checks are normally completed in good time but occasionally there are some which take much longer. The Trust also ask for a Certificate of Good Conduct in a new appointment had been overseas for a period of time.</p> <p>Q – Have you found that anyone has been put off by the number of checks we have to do? A – No, but we have retracted offers of employment due to something which has been gleaned from the process. We have evidence to base our decision on and are very clear of our reasoning. We have high standards and are not willing to compromise these.</p> <p>Trustees were very reassured by the level of safer recruitment checks in place.</p>	
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		Summer Census	It was confirmed that the Summer Census had been completed and submitted in all Trust schools.	
		Crown Street Admissions Policy	<p>Trustees <u>approved</u> the Crown Street Admissions Policy, subject to any changes which would need to be made following the outcome of the consultation. Trustees will be made aware by email should there be any changes to the policy and asked to reapprove.</p> <p>Q – Is there anything in the policy which is peculiar to Crown Street admissions?</p> <p>A No, the PAN is 30 due to the school being single form entry, but all other aspects are in line with our other schools.</p>	

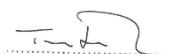
		<p>Policies for approval as per the Trust Policy Schedule:</p>	<p>The policies have previously been reviewed by the policy sub-committee and are recommended to Trustees for approval.</p> <p>Trustees <u>approved</u> the following policies:</p> <p>16-19 Bursary policy Allegations of abuse against staff (primary) policy Asbestos policy Assessment, Recording and Reporting (primary) policy C.O.S.H.H. policy Child on Child Abuse policy Code of Conduct for Laurus Trust Trustees and Governors Complaints Procedures EAL (primary) policy EAL (secondary) policy ECT policy Exclusion (primary) policy Fire Procedures First Aid (primary) policy FOI policy including publication scheme Health & Safety policy LAC (primary) policy LAC (secondary) policy Legionella policy Lone Worker policy Managing Allegations of abuse against teachers and other staff (secondary) Medical Conditions (primary) policy Mobile Technology policy Non-examined Assessments policy Preparation and Practice policy Relationships and Sex Education (primary) policy RIDDOR policy Working at Height policy RSHE (secondary) policy</p>	
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6	AOB		<p><u>Cyber security</u> JC wished to raise the issue of Cyber security and to be reassured that as a Trust there are the specific mitigations in place to prevent as much as possible and the resilience to be able to come back from an attack.</p> <p>A long discussion took place and Trustees discussed how an attack can be disruptive and result in a huge loss of data. This also impacts on the day to day running and causes anxiety and stress to all involved. There are also safeguarding implications to consider and this is an area Leaders are working closely with the Director of IT to mitigate the risks.</p> <p>Cyber security will be discussed in more detail at the Finance and Resources meeting in the Autumn term.</p> <p><u>Priestnall policies</u> R Howarth, Head of Priestnall School, has asked for the policy subgroup to review the Behaviour, Uniform and Mobile Technology policies to be in place for 1st September when the school joins the Trust. CN agreed to review the policies and work with RH to enable to be in place for September.</p> <p><u>Joining the Trust</u> LW updated Trustees that the Governors of a Stockport primary school have voted to join Laurus Trust. Approval is sought from this meeting to commence the desktop due diligence process, a working group of Trustees would also need to be convened.</p> <p>Trustees <u>approved</u> the initial process of due diligence to commence and a working group was agreed, RK, JC and SM. Trustees agreed to review and update at the next meeting.</p> <p><u>Thank you</u> W Searle attended the final part of the meeting to give Trustees the opportunity to thank her for over 30 years service at CHHS and the Trust and to wish her well on her retirement.</p>	<p>CN</p> <p>LW</p>
7	Meeting dates:	Meeting dates:	A draft of meeting dates was circulated, the final version will be circulated by the end of the term.	

Meeting closed at 12.00



Impact of Meeting / Key Outcomes
Chair of Governance Oversight and Standards committee gave Trustees an overview of the meeting which had taken place in May 2023
Trustees approved the Scheme of Delegation for 2023-2025
Trustees approved the Schedules of Business and Terms of Reference for Trust Board and all committee meetings
The Schedule of Business for Academy Committee meetings was approved
Trust Board committee membership was reviewed
Link Trustees updated on their meetings with Trust Directors
Trustees reviewed and approved the Trust Development Plan
An update on the progress of Crown Street Primary School was given
DB presented an overview of safeguarding across the Trust
Director of HR attended to provide an overview of the safer recruitment process within the Trust
It was confirmed that the Summer Census had been completed and submitted in all schools
Trustees approved the Crown Street Admissions policy
Trustees approved 29 policies
A discussion took place around cyber attacks
Three policies for Priestnall School will be reviewed in line with the school joining the Trust on 1 st September 2023



Chair of Trustees
20.09.2023