



TRUST BOARD MEETING

Date: 6th July 2022
 Time: 10.00am
 Venue: Cheadle Hulme High School – Boardroom

Clerk: N Burgess
 Present: M Vevers, W Mason, C Nevin, L Elias, D Brown, L Woolley, T Little, G Turnpenney, P Benton (via Teams) and J Crombleholme (via Teams)
 Also in attendance: S McGill as an observer

	Action	Initials
1	Trustees to report any changes to their record of Business Interests to the Clerk	All
1	Clerk to chase responses from Governors who have not yet completed the Skills Audit.	NB
2	T Little to contact Nurole for an update on prospective applications	TL
2	Governance structure document to include appointment status of each Governor	NB
2	L Woolley to bring marketing strategy to the next meeting	LW
4	Trustees were reminded to send their written Record of Visit proformas to the Clerk	All
5	Post copies of the Trust brochure to Trustees who attended the meeting remotely	NB
5	Trustees to send feedback on the brochure to L Woolley	All
5	Decision making framework proforma to be available for the next meeting	Exec Team
5	List of policies approved at Trust Board meetings to be included in the report to Academy Committee meetings	NB
7	Governors to send information to the Clerk to enable ID badges to be produced over the summer break	All
7	W Mason to review the Expenses Policy with a view to consider for Trustees and Governors	WM
8	Trustees to inform the Clerk, at the earliest opportunity, of any meetings they are unable to attend	All

Agenda – Part 1

Category	Item	Notes	Action
1	Governance Arrangements	Apologies	Apologies were received and accepted from R Kumar, D Kershaw and L Magrath
		AOB items	S McGill was welcomed to the meeting and introductions were made.
		Register of	Trustees were reminded to report any changes to their

E enquiries@laurustrust.co.uk
 T 0161 485 7201



		Business Interests	records to the Clerk	
		Minutes of the last Trust Board meeting	<p>Minutes of the meeting held 4th May 2022 were <u>approved</u> as a correct record of the meeting.</p> <p><u>Matters arising</u> L Woolley updated Trustees on the progress of the new Manchester Primary School – the school will be the first school in central Manchester for 20 years and will open in September 2024. LM, LW and WM had a meeting yesterday and the kick off meeting will be held in the week following this meeting.</p> <p>MV had updated the Trust Development Plan following TBM5</p> <p>TL had met with AL to discuss change and growth and had a useful discussion which will form the basis of item 5 of this agenda.</p> <p>The Laurus Institute will be specifically detailed in the recruitment materials for the coming year.</p> <p>The Trust brochure has been produced and Trustees were given a copy at the meeting.</p> <p>The GO&S committee are currently undertaking a piece of work to support Chairs of Academy committees in their role.</p> <p>Trustees were invited to complete the MAT improvement capacity heatmap should they wish, the document is work in progress.</p> <p>Skills Audit will be considered by the GO&S committee at their November meeting. 90% of Governors across the Trust have now completed and NB will chase any outstanding.</p>	NB

2	People	Membership and succession planning	<p>S McGill will be appointed as a Trustee from September 2022.</p> <p>Nurole are currently looking for expressions of interest from persons with a marketing background. TL to follow up the progress with Nurole.</p> <p>The governance document circulated outlines the gaps in some of the Academy Committees. Cheadle Hulme Primary School was identified as a priority requiring additional governors to be recruited.</p> <p>LW updated that there have been 2 expressions of interest to join Cheadle Hulme Primary School AC from September 2022.</p> <p>There has also been an expression of interest to join Gorseley Bank Academy Committee and a meeting has been scheduled with the Head of School and also LW.</p> <p>The Governance structure document will be updated to reflect the status of each Governor.</p> <p>JC commented she would be happy to consider moving to CHPS Academy Committee if necessary.</p> <p>L Woolley is currently working on a marketing strategy for Governance and will bring to the next meeting.</p>	<p>TL</p> <p>NB</p> <p>LW</p>
3	Systems and Structures	Compliance	<p>The schedules of business, for both Trust Board and Academy Committees, have been updated and any changes highlighted. The documents have been cross checked against the CST guidance. Dates of all meetings have been included in the documents. Trustees <u>approved</u> the Schemes of Delegation.</p> <p>Term of Reference for all Trust Board Committees were circulated in advance of the meeting. Each committee Chair will review and sign off ahead of the new academic year.</p>	

4	Reporting	Trust Board Committee Chair updates	<p><u>Audit, Finance and Resources</u></p> <p>L Elias gave Trustees an overview of the meeting which was held on 13th May 2022:</p> <ul style="list-style-type: none"> • The main focus of the meeting was an in depth review of the Estates function, with a comprehensive report from the Estates Director • Trustees reviewed and approved the allocation and spend of SCA funding • Grounds Maintenance contract has been renewed, Trust wide, with TLC • Individual sections of the Estates Directors report would be sent to Academy Committees • Issues with roof leaks at some of the new schools have been resolved • A report from the Trust Sport and Community Development Director was reviewed • The Sports Hall at LCH is currently running at a loss but this will be rectified once the 3g pitch is open • Trustees received the Gender Pay Gap report and noted that the Trust is better than the national average • Modern Slavery statement was reviewed and approved • The Risk Register was reviewed with the largest areas of risk being viability of the SCITT, changes to MIS, recruitment and retention and the outcomes of the white paper with the associated risks • Trustees approved to utilise the Kent Framework in a direct offer to Bromcom for the new MIS in all schools • Trustees received the latest management accounts • Trustees noted that the supply costs in all schools had increased dramatically due to Covid absences • Support staff pay structure was implemented from 1st April 2022 • Following a full and compliant tender process Dolce were approved and appointed as catering provider in all schools in the Trust • Trustees noted the Academies Benchmarking Report <p>LE expressed frustration around the availability of Trustees for meetings. The last two meetings of the Audit Finance and Resources committee would not have been quorate had it not been for other Trustees stepping in.</p>	
---	-----------	-------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

			<p>Q – TL asked what would be the income for the 3G pitch at LCH?</p> <p>A – In the region of £80k. As there was a need for the facility in the area it meant the Trust were able to access funding. There are already a significant amount of bookings in place and the pitch is fully booked every evening and weekend.</p> <p><u>Governance, Oversight and Standards</u></p> <p>C Nevin gave Trustees an overview of the meeting which had taken place 16th June 2022.</p> <ul style="list-style-type: none"> • As part of the regular schedule N Samuels, Chair of CHPS AC, had attended the meeting. It was noted the AC were currently recruiting new members and the importance of drawing in some community Governors was discussed to allow a balance. It was also suggested that as a new Chair NS may find it useful to link with the more experienced Chairs of CHHS and GB • It was noted that on the Schedules of Business it was vital to ensure that ACM1 was dedicated to reviewing the KS2, 4 and 5 results and identifying strategies for the coming year • Committee terms of reference were reviewed and agreed prior to sign off by the committee chairs • The Scheme of Delegation checklist was discussed • The performance management of Chairs of AC were discussed and this matter would be revisited in more detail at the next meeting 	
--	--	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

		<p>Link Trustees updates</p>	<p>Culture, Creativity and Rhetoric – TL had met with HD regarding Apertura. The group are currently on a residential in London</p> <p>Maths – LE confirmed that as he was stepping down as a Trustee he had agreed with the Trust Director of Maths that a meeting would take place in the new academic year with the new Link Trustee</p> <p>English – CN has a termly conversation booked with the Trust Director in the week following this meeting</p> <p>MFL – WM had met with the Trust Director earlier in the year and a further meeting will take place at the start of the next academic year. The Trust Director is currently overseeing the France, Spain and Germany year 8 MFL trips which leave later this week.</p> <p>Sport – WM had met with the EH earlier in the week with a focus on the Elite Programme. Last year was the pilot for both Loughborough and the Trust and had proved to be a good experience. Following student feedback via the portal, and observations in Loughborough, the programme will be adapted with a more tailored approach. The Good to Great partnership will be refined for next year due to engagement levels.</p> <p>Sixth form Elite pathway was also discussed. Raising the profile of achievement for entry to an international level whilst slightly lowering the entry requirement for an academic level. Recruitment will be done in the Autumn term for entry for September 2023. It will be made clear to students it is still an academic route with 3 A Levels and each application will be considered individually.</p> <p>SEND – PB had met with the new SENCO at CHHS recently. It had been a very positive meeting and PB was impressed with the impact already made. PB agreed to review the records of visits from SEND Governors at all the schools in the Trust to gain an overview.</p> <p>SRE – JC has had 2 meetings with the Trust Director. The first meeting was a familiarisation meeting and the second was reviewing the timetables in the schools to see the planned curriculum time.</p> <p>Trustees were asked to send the written copies of their records of visit to the Clerk for retention.</p>	<p>All</p>
--	--	------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------

5	Being strategic	<p>Theme: Influence</p> <p>Priority: Deliberate communication of our value proposition</p>	<p>Trustees were given a copy of the Trust brochure. The Clerk will send a copy to the Trustees who attended the meeting via Teams.</p> <p>The brochure provides the background to communicate the value proposition and would be distributed to schools considering the Trust or approached by the Trust. The brochure contains lots of quotes from the recent Ofsted inspection at HGHS. The aim is to demystify worries schools may have about joining a Trust after the recent publication of the White Paper. The particular target is Headteachers and Governing Bodies. Some Headteachers are already looking to join MATs early so that they have a choice.</p> <p>Q – TL asked what is the definition of a high tariff university from the data used within the brochure? A – This is the top 30 universities, including specialist institutions. It is something UCAS are also now moving towards in their use of language.</p> <p>Trustees were asked to feedback their initial thoughts on the content of the brochure. A Trustee requested that the Inclusive Culture graphs be labelled more clearly. GT commented that the inclusion of the Central Services functions was the right balance with the academic side. LW is now working on developing the content for the website.</p> <p>Trustees were invited to send any further feedback to LW.</p>	<p>NB</p> <p>All</p>
---	-----------------	------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------

		<p>Priority: Trust expansion</p>	<p>TL advised that he had a useful conversation with LM, RK and A Law to discuss Trust expansion.</p> <p>The Strategic Growth plan document was circulated prior to the meeting. It was agreed that it is vital that the quality of education is retained whilst increasing student numbers. Leaders would be keen to retain the circle of influence to be able to move easily between the schools and the Trust would be looking at expansion as a regional approach and not nationally.</p> <p>When identifying schools there will be lots of schools in different phases of their growth, lots of schools will require support in the first instance.</p> <p>A long discussion took place and it was agreed that although there is the appetite to grow this needs to be done carefully and slowly and should be monitored and measured. Following the White Paper this is a 2-year window of opportunity ahead. The current market does not allow for organic growth and each opportunity needs to be carefully considered and measured against cost.</p> <p>Q – JC asked how to we achieve a Laurus leader in a shorter space of time? Those leaders need to come through but is there an accelerated programme to consider?</p> <p>A – There are a number of progression routes already in place, including a programme for staff, Building Potential, which covers all a leader would need to know whilst also ensuring classroom practice is perfect and in place. There are also a number of NPQL and Professional Learning sessions available to staff.</p> <p>Q – JC asked do you have the right number of people at the right level in place and ready for expansion?</p> <p>A – This would depend on how quickly expansion happens.</p> <p>DB commented that it was also important to consider external applicants. DHS have appointed 3 external Assistant Headteachers for September 2022. This is alongside developing and appointing our own staff.</p> <p>Trustees discussed the point at which the Trust Board should be involved in the discussions of growth and subsequent opportunities. It was discussed that a smaller sub-group could be set up to liaise with the Executive Team and to report back to Trustees at the next meeting. A suggestion was made that a checklist, agreed by Trustees, could be compiled and a report</p>	
--	--	--------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

			<p>given to Trustees where an opportunity could potentially lead to more than just a register of interest. The sub-group could have shared oversight of due diligence and feedback to Trustees.</p> <p>From a financial point of view growth allows for economies of scale and creates opportunities for more Trust Director posts, which is vital for school improvement.</p> <p>It was agreed that growth should be carefully considered due to individual investment required in each school, as this will vary dramatically. Due diligence is key for all opportunities. Each opportunity will be considered on an individual basis. The White Paper has framed the thinking of the Executive Team going forward and is a shift towards strategic growth. The Executive Team are constantly looking to the future and what needs to be done to underpin.</p> <p>In terms of growth within the Trust LW advised Trustees that Woodford Primary School has the potential to become 2 form entry in the future. The school in Manchester could potentially lead to other opportunities. The viability of one form entry schools was discussed by Trustees.</p> <p>The Executive Team do genuinely want to take on schools where they can make a difference. The Trust has a tight structure and it is hard to capture how that can be retained going forward.</p> <p>WM commented that during the mentoring opportunity from United Learning the opportunity to do a desktop due diligence was vital before proceeding any further with a full and comprehensive due diligence process.</p> <p>It was agreed a decision making framework document would be drafted to bring back to the next meeting of the Trust Board. Members of the Trust Board could then be involved as early as possible in the framework.</p> <p>LW informed Trustees that there had been an increase in Headteachers in Greater Manchester Area approaching the Trust for school tours.</p> <p>There is one high school in particular who have expressed an interest in joining the Trust. A vote will be taken by the Governing Body of the school and then approval will need to be given by the RSC that Laurus</p>	<p>Exec Team</p>
--	--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------

			<p>Trust is a good and appropriate Trust for the school to join. Trustees would then need to formally approve for the school to become part of the Trust. Should this opportunity progress the school would join Laurus Trust in September 2023. Leaders feel that the school would be a good fit for the Trust and that they could make a difference.</p> <p>MV commented that in terms of the SCITT market review it looks like smaller SCITTs may not survive. There are only 2 SCITTs in the country that have an Outstanding judgement from an Ofsted inspection. There will be a need to look at how the number of trainees come through and it may be possible to link with a university. It is harder for SCITTs to be financially viable with reduced numbers. The reaccreditation decision will be made in September 2022 and leaders will need to look in more detail at other opportunities. There will still be the opportunity to be involved in teacher training but in a different way.</p>	
--	--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

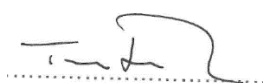
		Stakeholder engagement	<p>Trustees were updated with Sixth Form application numbers.</p> <p>At CHHS next year there will be 155 students in year 13. For the forthcoming year there have been 336 applications for 150 places. 140 internal students and 196 external students. All will have to meet the subject criteria and numbers will be confirmed after GCSE results day.</p> <p>The 3 new Sixth forms will open in September 2023. There is lots of work going on in our schools, and also externally, to market the Sixth Forms.</p> <p>Q – TL asked of the 3 new Sixth Forms do you have any idea of numbers?</p> <p>A – We know that at present there are high numbers of internal students interested but this is dependent on their results. There is external interest but this will be harder to gauge.</p> <p>DHS Sixth Form will be fully external on opening in September 2023 as this will be the first year there have been year 11 students. There has been lots of interest from students at LCH.</p> <p>Laurus Ryecroft Sixth Form will have slightly lower numbers in the first year as the year group is smaller due to the school opening in temporary accommodation.</p>	
		Summer Census	WM confirmed that all schools had completed their Summer Census and that there were no issues.	

		Approve policies as per the Trust Policy Schedule	<p>Following recommendation by the policy sub group Trustees <u>approved</u> the following policies:</p> <p>16-19 Bursary Policy Asbestos Policy Attendance Policy C.O.S.H.H. Policy Code of Conduct Complaints Procedure Curriculum Policy EYFS Policy Fire Procedures First Aid Policy Primary Health & Safety Policy LAC Policy Primary LAC Policy Secondary Legionella Policy Lone Worker Policy Medical Conditions in School Secondary Medical Conditions Policy Primary Relationships and SRE Policy Primary Restrictive Physical Intervention Policy RIDDOR Policy RSE Policy Secondary SEND Policy Sickness Absence Policy Target setting, Assessment Recording and Reporting Secondary Teaching and Learning Secondary Teaching and Learning Primary Whistleblowing Policy Working at Height Policy Suspensions and Exclusions Policy</p> <p>Trustees offered their thanks to the sub-group for their time and effort in reviewing the policies prior to approval.</p> <p>Academy Committee Governors have requested the list of policies approved be added to the Trust Board report to Academy Committees going forward.</p>	NB
6	Ensuring Financial Probity	3 year Finance Plan	<p>The agenda for the AF&R meeting, which follows this meeting, was circulated prior to the meeting. Although the functions are delegated to the AF&R committee it is an opportunity for Trustees to see that the responsibilities are being covered. It was also noted that the number of Trustees on the AF&R committee should be extended.</p>	

7	AOB	Trustee ID badges	The Clerk will be sending a request for information and photographs to Trustees to enable individual ID badges to be issued. Please could Governors return the information as soon as possible to allow the badges to be produced over the summer, ready to be issued at the first meeting of the academic year.	All
			Q – PB asked if there was an Expenses Policy available for Academy Committees as the Trust would not wish to disadvantage somebody from serving as a Governor? A – there is nothing specific at present but this is something which can be considered. It may be possible to extend the expenses policy for staff to Governors.	WM
8	Meeting Dates:	Meeting dates to note:	TBM1 Wednesday 05.10.2022 at 10.00am TBM2 Wednesday 30.11.2022 at 10.00am TBM3 Wednesday 01.02.2023 at 10.00am TBM4 Wednesday 22.03.2023 at 10.00am TBM5 Wednesday 03.05.2023 at 10.00am TBM6 Wednesday 05.07.2023 at 10.00am Please could Trustees advice the Clerk, at the earliest opportunity, if they are unable to attend a meeting.	All

The meeting closed at 11.55am

Impact of Meeting / Key Outcomes
New Trustee S McGill was welcomed to the meeting as an observer
Trustees were informed that the Trust had been successful in their bid to run the new primary school in central Manchester, which will open in September 2024
Trustees discussed membership and recruitment of all Academy Committees within the Trust
Schedules of Business were approved for the forthcoming academic year
Chair of Audit, Finance and Resources gave Trustees an overview of the meeting which had taken place in May 2022
Chair of Governance, Oversight and Standards gave Trustees an overview of the meeting which had taken place in June 2022
Link Trustees updated on their recent visits to school and meeting outcomes
Trustees were shown a copy of the Trust brochure which communicates the value proposition
Trust expansion and opportunities were discussed at length
Trustees were updated on the application numbers for CHHS Sixth Form
Confirmation was given to Trustees that all schools had completed and submitted their Summer Census
Trustees approved 29 Laurus Trust policies
Meeting dates for the forthcoming academic year were noted



Chair of Trustees
05.10.2022

E enquiries@laurustrust.co.uk
T 0161 485 7201

The Laurus Trust | Registered in England and Wales | Company number 07907463
Registered office Cheadle Hulme High School, Woods Lane, Cheadle Hulme, Cheadle, Cheshire SK8 7JY

