

**PRIVATE AND CONFIDENTIAL  
LAURUS BOARD OF TRUSTEES**

Date: Wednesday 24.03.2021  
Time: 10.00am

Venue: Microsoft Teams

Clerk: N Burgess

Present: C Nevin, R Kumar, L Woolley, T Little, L Elias, P Benton, C Fisher, J Crombleholme,  
D Brown, W Mason, V Horsfield and D Kershaw

In attendance: L Magrath, M Vevers and K Schlindwein for part of the meeting

Action	Initials
Trustees were asked to report any changes in their register of business interests to the Clerk	All
Trustees were asked to inform the Clerk if they would like a paper copy of the Governance Handbook	All
To have due regard to diversity when recruiting new Governors to the Local Academy Committees	LW/CN
Arrange access for RK to tool for benchmarking against other schools	WM
To produce a more streamlined version of the Skills Audit	LW
TBM5 format to be decided and reported back to Trustees	LW/TL

Agenda – Part 1				
Category	Item	Notes	Action	
1	Governance Arrangements	Apologies	There were no apologies for this meeting	
		AOB items	Trustees wished to record their congratulations to V Horsfield on her appointment as Deputy Headteacher at Westminster School. VH will resign as Trustee from 31.08.2021.	
		Register of interests	Trustees were asked to report any changes in the information held to the clerk	All
		Part 1 minutes	The minutes of the meeting held on 3 <sup>rd</sup> February 2021 were approved as an accurate record of the meeting.  <u>Actions arising:</u> <ul style="list-style-type: none"> <li>Recruitment has been very busy and an update was circulated prior to this meeting. Interviews are still currently taking place. The Trust has added a</li> </ul>	

			<p>stage 2 interview process whilst recruitment has been done remotely and this stage has been added as an additional safeguarding measure. Although this second stage has had a considerable impact of the SLT time it was considered vital and had been a useful exercise.</p> <ul style="list-style-type: none"> <li>• MV and RK are yet to schedule a conversation around Teams engagement going forwards</li> <li>• An update of the document “What is working well and what can we harness going forward” is work in progress and will be part of TBM5.</li> <li>• In terms of funding for refurbishment of HGHS 6<sup>th</sup> Form T Little is currently researching options and will report back at a future meeting</li> <li>• WM and LM have not yet formally met to discuss IT going forward but the meeting will take place in the near future</li> <li>• Trustees received an update on mass testing in schools. Over 8 days there had been over 11,000 tests carried out. From the lateral flow tests there had been 6 positive results, 1 staff and 5 students. Staff in the primary schools have been testing at home since January. It was noted that self-testing is part of the culture now and Trustees offered their thanks to all the Covid coordinators in the schools who had done a fabulous job. Across the Trust there had been over 100 staff who had volunteered to assist with the testing.</li> </ul> <p><b>Q – DK asked as testing is voluntary what percentage of the school community had opted out?</b></p> <p>A – It is anticipated to be around 20% from the information currently being reported.</p>	
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2	People	Membership and succession planning	C Nevin updated Trustees on recruitment of Governors for the Local Academy Committees across the Trust. Recruitment has been steady and new Governors have been appointed to various LAC. Chairs have been appointed at CHPS, Ryecroft and Didsbury. Recruitment is ongoing, and new Governors are embedding in the new schools. Trustees will be updated at future meetings.	
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3	Systems and Structures	Latest Governance Handbook	<p>Trustees were asked to let the clerk know if they would prefer a paper copy of the Governance Handbook.</p> <p>The changes to the handbook were highlighted to Trustees and any questions were invited.</p> <p><b>Q- CF asked if the schools provided a work experience programme?</b>  A – There has not been a formal work experience programme for a number of years. J Peet is the Careers Co-ordinator across the Trust and oversees the delivery of Careers Education. Year 12 students would normally undertake some form of work experience at the end of the summer term but due to restrictions this is not currently taking place.</p> <p><b>Q – CF asked if there is a list of year 11 destinations after leaving ?</b>  A – There is not normally a list provided but this could be something which could be done in the future if Trustees requested.</p> <p>Careers advice and information is published on the website of each school</p> <p>CF asked about the delivery of RHSE. H Bowe has been appointed from HGHS to work with J Peet and across the Trust. Consultation with parents on some of the key aspects will take place and is a massive exercise. It was noted that it is difficult to recruit high quality PSHE teachers.</p> <p><b>Q – TL asked how do we audit ourselves to ensure diversity?</b>  A – We have to be open minded about diversity whilst ensuring the best people are recruited and appointed as LAC Governors. CN commented that of all the schools the LAC of DHS was the most diverse in terms of gender and ethnicity.</p> <p><b>Q – RK asked if there anything we need to do to be proactive to change or are we at a point where we are happy to review as we go along?</b>  A – the first priority is to recruit to the LAC and then strengthen them as we go along.</p> <p><b>Q – RK asked how many Governors we still need to recruit across the Trust?</b>  A – Currently it is anticipated that there is a need for another 6 Governors in the next 12 months and then increase to 12 over the next</p>	All
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			<p>18 months.</p> <p>Trustees agreed that the current approach was the correct one for the Trust and diversity would be considered as applications are received. Trustees agreed to pass on any names of individuals they felt may be of interest to be appointed as Governors.</p> <p><b>Q – In terms of accountability how do we benchmark?</b></p> <p>A – The Trust regularly benchmarks against other schools. WM agreed to arrange access for RK</p>	<p>LW/CN</p> <p>WM</p>
4	Reporting	Trust Board Committee verbal updates	<p>C Nevin gave a verbal update of the meeting of Governance Oversight and Standards committee which had met 11<sup>th</sup> March 2021.</p> <p>The recruitment and membership of committees had been reviewed and gaps identified. It was agreed that a shorter skills audit would be produced for Governors and Trustees to complete. Training was discussed and self-development of Governors, including use of NGA resources in addition to training provided as part of the meetings. Minutes of the LAC meetings were scrutinised to look for evidence of challenge and questioning. CN asked for formal thanks to be recorded to the Clerks for the professional competence of the minutes produced.</p>	LW

5	Being strategic	<p>Workforce Development:</p> <p>Priority 9: Professional Learning, Masters Level Learning, Leadership and Management, Development &amp; Recruitment</p>	<p>MV provided an update for Trustees.</p> <p>Professional Learning has continued during the period of lockdown and has been done online. It was agreed that although this was not the same as being done in person it was still proving to be very effective. It was also noted that some aspects of online learning will remain in the future.</p> <p>Uber ARC was noted as a success which had been accessed by Teachers in all schools across the Trust. ARC has taken place over 2 terms and a session had taken place in the week prior to this meeting. Examples of the learning offered were Motivation, Gender Stereotypes in Education and Mystery of Memory. The ARC sessions had proved to be very impressive and were accessible to all staff.</p> <p>Planning for next year is underway and the implementation of Early Careers Framework (ECF) which involves additional input for NQTs and is a 2 year project which will be launched nationally.</p> <p>There is still uncertainty around the funding of NPQ and Trustees will be updated at a future meeting. The Leadership Development programme may have to be delivered in house if necessary.</p> <p><b>Q – TL asked if there had been anything which had gone better online?</b></p> <p>A- Yes there have been some aspects and more cross school collaboration. Currently there are journal clubs in individual schools which could be expanded to Trust wide. It was noted that online a discussion of more than 20 people was not practical. DB commented that Uber ARC delivered online was nearly as good as face to face and felt the quality and engagement was not much diminished by being online. Also ARC presentations were recorded and will be available to all staff on SharePoint for future professional learning.</p> <p>WM updated Trustees on support staff professional learning. Currently there are 2 aspects – external qualifications and internal events and courses.</p>	
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			<p>14 staff are currently accessing courses funded by the Apprenticeship Levy – ranging from MBA to Level 3 and 4 qualifications. £180,000 of funding has been utilised.</p> <p>In house there has been a programme which was previously run for middle leaders and which has been adapted for support staff and covers leading a team and also having difficult conversations. There is now a clear progression pathway for support staff in the Trust.</p> <p><b>Q – TL asked if there was an example of the career pathway for support staff?</b></p> <p>A – examples include:</p> <ul style="list-style-type: none"> <li>• An admin assistant within a department now becoming an Office manager.</li> <li>• First Aider becoming an Exams Officer, then a Head of Year and more recently a Senior Head of Year.</li> <li>• Cleaner became a member of the site team and then a Technology Technician and recently promoted to a Trust Wide Technology Maintenance role</li> <li>• A Sports coach who achieved his degree and PGCE and has just been appointed Teacher of PE DHS from a pool of 204 applications</li> </ul> <p><b>Q – TL asked how to we congratulate the staff?</b></p> <p>A – With emails, cards, personal congratulations, badges awarded in briefing. All staff promotions get mentioned either by email or in staff briefing and congratulations are offered across the school communities.</p> <p><b>Q – LE asked is there still funding available and what steps do you take to inform staff and encourage uptake?</b></p> <p>A – Recently we have undertaken an exercise where team leaders have been asked to identify and plot the aspirations of their team members. This captures training, progression pathways and currently Performance Development Reviews (PDRs) for support staff are taking place. The training identified must be of benefit to both the employee and the employer. Currently the people management course TRUST is being delivered to support staff Trust wide and there are 48 participants on the current cohort. The course has been adapted to</p>	
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		<p>be delivered online over 4 mornings and feedback so far has been excellent.</p> <p>LM commented that LFET have been generous in their allocation of funding for Teaching and Learning and Leadership qualifications for Teachers.</p> <p><b>Q – RK asked if LinkedIn is used to publicly celebrate and acknowledge achievements?</b> A – LinkedIn is not a platform which is a go to for education.</p> <p><b>Q – RK asked if there are any other platforms?</b> A – The individual sense of achievement and note of confidence to staff is congratulated but within the security of their own school, this is the preferred option for staff.</p>	
	<p>Workforce Development:</p> <p>Priority 10: Expansion of SCITT and development of the Teaching School</p>	<p>K Schlindwein joined the meeting to provide Trustees with an update of Teaching School.</p> <p>An Ofsted research visit had taken place 25<sup>th</sup> and 26<sup>th</sup> February and the themes for the visit were:</p> <ul style="list-style-type: none"> <li>• How the centre has adapted the programme during the Covid 19 pandemic and what has been the impact on Associate Teachers, trainers, mentors and staff</li> <li>• How has the centre integrated the ITE Core Content Framework into its curriculum</li> </ul> <p>The Inspector met with SCITT strategic leads, phase and programme leader, mentors, Associate Teachers and NQTs. The inspection had only looked at the secondary provision. The inspector was looking for rigour and ambition in the curriculum and this was evident in all meetings.</p> <p>Feedback and findings were summarised in his report and to show opportunities were maximised and adjustments made to the programme during the pandemic and subsequent lockdowns. The Inspector was very pleased with the amendments made and this was evidenced in the documentation and remote learning observed. It was noted the Inspector had dug deep into all aspects of the curriculum and delivery. A particular strength</p>	

			<p>noted was how the Associate Teachers interviewed could articulate Teaching and Learning by February of the course in a pandemic. The increase in support in school for the ATs and transition to remote learning was also highlighted. The Inspector also noted the difference in the NQTs for our SCITT as opposed to those from other providers.</p> <p>Trustees offered their thanks to K Schlindwein, P Duggan and L Woolley for the excellent report from the Inspector who was blown away by the SCITT provision.</p> <p>PB commented on the fabulous report which had built up over time.</p> <p>Covid 19 had meant it was a very different experience for the Associate Teachers who had risen to the challenges and many had already secured employment for September, including a number across the Trust.</p> <p>In terms of recruitment for the SCITT for September 2021 it has been slower than normal. Bursaries have been slashed and this has had a significant effect. Currently there are 16 secondary with 3 pending and 14 primary. There are lots of applications for English and MFL but not for Geography and History. It was noted that there would be targeted marketing where possible.</p> <p>Trustees thanks KS for her comprehensive presentation. KS and VH left the meeting at this point (11.15).</p> <p>LM updated Trustees that LFET had kindly agreed to partial loan funding for the refurbishment of HGHS 6<sup>th</sup> Form and wished thanks to be recorded to A Law for his generosity.</p> <p>The decision to pause admissions and resume in September 2023 will be discussed at the Headteachers Reference Board meeting on 25<sup>th</sup> March when it is hoped go ahead will be given. Trustees were also informed that there is the possibility of opening DHS 6<sup>th</sup> Form one year early and that Ryecroft 6<sup>th</sup> Form would also open in September 2023 which would be a large</p>	
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			<p>project for the Trust.</p> <p>In terms of the AP Free School the outcome of the feasibility study and pre planning application is still pending.</p> <p>The Trust are still working hard on primary growth and the Woodford School could still be a potential future project and Trustees would be kept informed.</p>	
		TBM5 Strategic planning for the next 2 academic years	The Executive Team felt this meeting would be best done in person as a workshop style collaboration. It was agreed to hold a meeting, which was not a formal Trust Board meeting, to look at the Trust Development Plan. LW and TL agreed to discuss offline and report back to Trustees.	LW/TL
6	Holding to account	Ensure delivery of DBS and Section 128 checks	<p>Enhanced DBS checks are carried out for all Trustees and Governors.</p> <p>A Section 128 check checks the names of individuals who have been barred from taking part in the management of any academies and free schools, under the terms of a direction made by the Secretary of State for Education. This is separate to the DBS check and has been carried out for all Trustees and Governors.</p>	
		Risk management	<p>Trustees reviewed the 2 Covid Risk Registers for Primary and Secondary. The documents are live and regularly updated as guidance/restrictions change. Trustees found it useful changes to each version were highlighted. In addition to the Risk Assessment each school has its own Operational Guidance procedures.</p> <p>It is expected that guidance around face coverings will be reviewed over Easter and the Trust awaits further information. Trustees were pleased to hear that students at all secondary schools had been amazing with regard to the wearing of face coverings.</p>	
		Full opening of schools	The Executive Team had engaged with Confederation of School Trusts (CST) who provide a helpful framework. The CST will be used more and more as the Trust grows as their advice and guidance is specifically geared towards Trusts.	

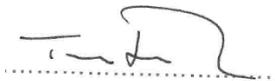
		Approve policies as per the Trust Policy Schedule	<p>Trustees approved the following policies:</p> <ul style="list-style-type: none"> <li>• Discretionary Policy</li> <li>• Family Leave Policy</li> <li>• Grievance Policy</li> </ul> <p>Thanks were offered to the policy sub group for their work in reviewing the policies prior to their recommendation for approval by Trustees.</p>	
		Trustee Training: Pupil Premium E-Module Teams	<p>LAC Governors had completed Pupil Premium training and this had formed part of the discussions at the recent round of meetings.</p> <p>It was noted that the Teams user guide had recently been updated by the Trust IT Team and that this had been circulated to Trustees and Governors. The guide had been updated to allow users access on all devices and platforms.</p> <p>An induction process and materials for Governor onboarding were currently being formulated by one of the LAC Clerks.</p>	

5	Financial Probity	Financial position	<p>The GAG comparison report for 2021/22 vs 202/21 was issued to Trustees prior to the meeting. It was noted that the GAG statement for LCH had not been received by the Trust prior to the meeting. Trustees were informed that the variations were due to various factors in individual schools.</p> <p>WM confirmed that all schools were receiving over £4000 for primary pupils and over £5150 for secondary as per the Prime Ministers announcement. Minimum funding guarantee has been removed at Ryecroft and reduced at DHS.</p> <p>WM confirmed that the focus for next year would be the funding loss of £250,000 due to the pausing of admissions and restructuring would be done accordingly. Trustees were reassured that there were no issues whilst all the schools were oversubscribed. LM updated Trustees that there were waiting lists of 300 for some schools.</p> <p>At the forthcoming Audit Finance and Resources meeting GAG pooling will be discussed, something which is done in some of the big academy trusts, this means that all children across the Trust get the same funding amount as all others. A first draft proposal will be discussed at the May AFR meeting.</p> <p><b>Q – TL asked if there are any numbers which worry the Trust?</b> A – WM answered that there was not, but that the Trust would have to ensure that in the future all 6<sup>th</sup> Form places were full.</p> <p><b>Q – PB asked what is the Catch-Up funding per pupil?</b> A- £80 per student, which for example equates to £110,000 at CHHS. There is also possibly some further funding to come. The Trust has made every possible claim for Covid related costs and this funding has been used to ensure all students catch up.</p>	
6		AOB	<p>A decision on TBM 5 will be reported back to Trustees.</p> <p>Thanks were offered to the Executive Team for a</p>	

			remarkable amount of work in a very difficult year.	
		<b>Post meeting action</b>	The updated Risk Assessment for the Reopening of Sports Facilities was circulated to Trustees ahead of the reopening of external facilities on 29 <sup>th</sup> March 2021. The document was not available at the time of the meeting due to awaiting additional guidance from Sport England.	
		Meeting dates	Wednesday 05.05.2021 at 10.00am Wednesday 07.07.2021 at 10.00am	

Impact of Meeting / Key Outcomes	
	<ul style="list-style-type: none"> <li>• Trustees received an update on staff recruitment</li> <li>• Trustees received information an update of the roll out of mass testing in schools</li> <li>• Recruitment of LAC Governors across the Trust was discussed</li> <li>• Changes to the Governance Handbook were reviewed and noted</li> <li>• Chair of Governance, Oversight and Standards Committee gave a verbal update of the recent meeting</li> <li>• Trustees received an update regarding Professional Learning and staff development across the Trust</li> <li>• K Schlindwein feedback to Trustees on the recent Ofsted Inspection visit to the SCITT</li> <li>• Trustees also received an update on recruitment to the SCITT for 2021-2022</li> <li>• The Covid Risk Registers were received and reviewed by Trustees</li> <li>• Trustees approved 3 policies</li> <li>• LAC Governor training was discussed</li> <li>• W Mason presented the GAG comparison report to Trustees</li> <li>• The format for TBM5 was discussed</li> </ul>

Meeting closed at 11.40



Chair of Trustees:

5<sup>th</sup> May 2021