



PRIVATE AND CONFIDENTIAL LAURUS BOARD OF TRUSTEES

Date: 08.07.2020

Time: 9.30am

Venue: Microsoft Teams

Clerk: N Burgess

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

In attendance: L Magrath, G Theobold, M Vevers and D Woolley

Action	Initials
Trustees to report any changes to the Register of Business Interests to the Clerk	All
Trustees were encouraged to look at the updated Trust and individual school governance sections of the websites	All
Report back the figures of hits on the school websites	WM

Agenda – Part 1				
Category	Item	Notes	Action	
1	Governance Arrangements	Apologies	There were no apologies for absence.	
		AOB items	There were no items of other business.	
		Register of interests	Trustees were asked to report any changes to the register of business interests to the Clerk.	All
		Part 1 Minutes	<p>The minutes of the meeting held 2nd April 2020 were approved as a correct record of the meeting.</p> <p>All actions from the meeting had been completed.</p> <p><u>Matters arising</u> Q Has there been any bullying on Teams as there is the potential for Cyber bullying? A – There have been no incidents reported.</p> <p>The Behaviour policy has a Covid specific addendum added.</p> <p>Students have responded very well regarding their return to school.</p> <p>The Governance, Oversight and Standards Committee</p>	

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		<p>met a couple of weeks earlier. Recruitment of new Governors is a priority and this is being reviewed across the Trust. There will be a common approach of recruitment and Governors will be allocated to an Academy Committee where it is felt their skills will be best utilised. Trustees were invited to encourage anyone they knew who may be suitable to apply. It was acknowledged it is a difficult time to recruit at present and this will be revisited in the Autumn term.</p>	
	<p>Planning for 2020-2021</p>	<p>The Schedules of Business have been updated and the principles remain the same. The one significant change is that Trust Board meeting 5 will now be a strategic planning meeting.</p> <p>The Academy Committees have been updated as each of the new schools have come onboard. DHS will have their first Academy Committee meeting in Spring 2021.</p> <p>A team of Clerks is currently being developed across the Trust. Meeting times were discussed and new schools have a meeting time of 4.30pm with the established schools having a later meeting time of around 6.00pm</p> <p>Audit Finance and Resources meetings have been scheduled in line with key financial dates and deadlines. The meeting in December will be to approve the final accounts ahead of the deadline of 31.12.2020. The AGM has been moved to December to allow Members to approve the final accounts before they are published.</p> <p>The draft schedule of dates for all meetings for the forthcoming academic year were circulated. No issues were raised and the dates will now be published.</p> <p>The Governance sections of the Trust and all school websites has been updated. Trustees were encouraged to have a look at the websites which now have a more corporate feel and are uniform across the Trust.</p> <p>Q – How many hits have there been on the websites? Is there any recent data? A – The figures can be reported back at the next meeting. The 4 most visited pages are:</p> <ul style="list-style-type: none"> • Remote learning • Term dates • Uniform • Admissions 	<p>WM</p>

2	Trust Response to Covid 19	Risk assessment	<p>There are two Trust Risk Assessments which have been updated for Primary and Secondary. Each school then has its own individual operational guidelines.</p> <p>M Vevers detailed the plans for the secondary schools to return.</p> <p>The schools which are already full have an enormous task ahead to plan for reopening as guidance states there are to be no rotas and no reduction in curriculum time. Year group bubbles also have to be maintained wherever possible. The guidance is very clear in that the curriculum must not be compromised in any way.</p> <p>The key is enhanced hygiene arrangements. Hand sanitiser has been ordered for all schools, students will sanitise their hands and the beginning and end of every lesson. Where possible equipment will be cleaned in between. Additional cleaning will take place during the school day. As much as possible is being done. It was acknowledged that the Trust would do as much as possible to keep staff and students safe whilst being mindful that students will pass each other and will meet on the journey to and from school.</p> <p>Q – How is the message going to be conveyed to students?</p> <p>A – Behaviour is strong across the Trust so students will accept the new guidelines given to them. It will be a part of the classroom routines which staff will instil. Some schools will have a one-way system where possible. Some students will be anxious about returning and will be appreciative of the guidance and expectations.</p> <p>Communication will be sent to parents/carers over the summer. On the first day back secondary schools will only have year 7 students in and then all other year groups will be back the following day and will have extended form time and assemblies in half year groups to explain the new routines.</p> <p>Q – Students will be excited but also anxious. Have there been any cases in schools?</p> <p>A – No there have been no cases in schools. It was noted that if a case was reported in any of the schools advice would be taken from Public Health.</p> <p>Q – What about activities such as DofE?</p> <p>A – There will be no electives for the first half term and this will be looked at thereafter.</p>	
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			<p>Q – What about parents who do not want to send their children back to school? A – This is not allowed, all students should return to school. Any students who do not return will be looked at individually, taking into account their circumstances. Most parent will want their children to return to school and as time goes on confidence will increase.</p> <p>L Woolley detailed the plans for primary schools to return.</p> <p>Classes in primary schools will be kept in bubbles. Staff are confident and supportive and ready to welcome the children back to school. Classes will be kept separate and there will be minimum interaction within the year groups. It was noted that sitting at separate desks and facing forward will be difficult for younger children.</p> <p>The biggest challenge is Kids Club which is a loss of income the schools are reliant on. Plans are in place to look at working in year groups and once finalised this will be communicated to parents.</p> <p>The financial cost of Covid 19 is a real concern as the cost of the additional cleaning, and purchasing of additional cleaning products and hand sanitizer is an issue as there is no additional funding. This additional cost is in addition to the loss of income from wrap around care, Sports Centres and Nursery.</p> <p>Q – Does the school have any test kits? A – We have been told they are on the way but the kits have not yet arrived. Schools are reliant on parents/carers informing school of anyone exhibiting symptoms and will not be testing all students. The guidance is very clear that it is the responsibility of parents to inform the school.</p> <p>Q – If a student comes to the medical room with symptoms, is there somewhere they can isolate? A – Yes, in the risk assessment, isolation areas have been set up in all schools.</p> <p>Q – Can you administer tests at school? A – The guidance is to give the test to parents.</p> <p>The need to be aware of the risks to staff was discussed and how to support them. Staff should be 2m away from other staff and students wherever possible. Staff workrooms and offices will have maximum occupancy</p>	
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			<p>numbers and signs will be displayed. There are a small number of staff across the Trust who are clinically vulnerable. These staff will teach in the biggest classrooms to allow for maximum distance. Some support staff who are clinically vulnerable will be able to work from home but this is not possible for teachers.</p> <p>Q – Could teachers who are clinically vulnerable teach from home but have students in the classroom? A – Schools would have to look at each case individually. This could be possible in Sixth Form but not lower down the schools.</p> <p>Remote learning could be implemented again immediately if there was to be a second outbreak and/or if a year group were to be sent home to isolate. All Teams lessons already completed were recorded and could be used again in the future. IT are working hard on Teams over the summer so that it will be fully ready should the need arise.</p> <p>Q – What support could we provide to ensure Teams is fully set up in classes so that the remote learning was completely ready to go? A – The Trust is looking at an external consultant to possibly assist over the summer. Currently the IT workload is very heavy with the additional tasks which take place over the summer holidays. The IT team is stretched across the Trust and recruitment is taking place all the time. It was noted that the whole IT team have gone above and beyond in implementing remote learning across the Trust and that Laurus Trust schools were in a small number of state schools who had implemented this.</p> <p>Q – Is funding a problem attracting IT staff, should the Trust consider paying staff more? A – The Green book dictates the pay scales across the public sector and have to be adhered to. A market supplement has been added to try and recruit to IT posts. The problem is that everyone is chasing the same staff. The issue will be discussed at the Audit, Finance and Resources meeting on 16.07.2020. There are also 2 members of the IT Team shielding.</p>	
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Educational
Provision in
Laurus Trust
schools

Trustees were invited to ask any questions regarding the documents circulated prior to the meeting.

Q – Is there any further insight into the grades which students will receive over the summer?

A – Schools are still awaiting guidance and clarification following exam board moderation. The final outcomes will be determined by Ofqual. Past performance of schools is being considered for moderation.

The Trust Exams and Data team have manually entered and cross checked 6,500 results given by teachers and then students were ranked in order in year groups. This had been a particularly challenging piece of work.

Q – How far behind do you think students will be from where you would expect them to be?

A – Remote learning has actually suited some students. Option subjects are a concern due to lost hours. Students will be assessed at some point during the first half term and then staff will have a clearer picture of where students are in their learning.

Q – Have any parents written in to express their concern regarding exam grades?

A – There will be the option for students to sit the exams in the Autumn term, when a full series of exams will run. Students will also have the right to appeal against their results. Schools will contact students in advance to advise them of how results days will run this year. Once guidance has been received from Ofqual this will be communicated to parents/carers. There will be a short window of results being received to them being issued to students and schools will need to act fast to be able to rectify any issues.

Sports centre reopening

The Government has not yet given authorisation for Sports Centres and indoor leisure facilities to reopen. Outdoor facilities can be used due to stringent conditions being adhered to.

The Trust is planning on the basis of reopening the Sports centres at HGHS, CHHS, LCH and DHS. Due to the new building LR will be opened at a later date. Risk assessments and proformas have been completed with the Sports Centre Managers, targeting a September reopening. It was noted it would not be financially viable to open before September 2020.

The framework for the risk assessment was taken from

		<p>UK Active and also looks at Sports Association. The measures implemented will be an improvement from the minimum standards set for reopening.</p> <p>Trustees <u>approved</u> the reopening in September, subject to government authorisation, whilst implementing and adhering to guidelines and safety measures.</p>	
3	Being strategic – Priority 3 Workforce Development	<p>SCITT, NQTS starting in September 2020</p> <p>In September 2020 there will be 28 NQTS employed across the Trust. 9 secondary and 2 primary trainees were appointed from Teaching School.</p> <p>Current numbers for September 2020 for SCITT recruitment are 37 secondary and 14 primary.</p> <p>HGHS and LCH will be hosting trainee teachers this year.</p> <p>As much Professional Learning as possible was offered during lockdown. For the Masters programme for 20-21 the largest cohort to date has been recruited. For the Chartered Teacher Programme there are 2 cohorts for NPQML and 1 for NPQSL.</p>	
	Early Career Framework	<p>This is a new initiative trialled in 3 areas – North East, Bradford/Doncaster and Greater Manchester. The Trust have opted for Ambition to deliver the programme. The programme provides a structured provision for NQTS in addition to their school induction. As part of the programme every NQT kept for year 2 the school gets £2,200 per NQT.</p> <p>Q- Do research surveys show specifically why teachers leave after 3 years?</p> <p>A – Notably due to behaviour in classrooms. This is the first strand of the Early Career Framework.</p> <p>The Trust is implementing additional support for the NQTS this year as they missed some of their PGCE year due to Covid.</p>	

4	Future	Learning from Lockdown	<p>The document Covid-19 Learning from Lockdown was circulated prior to the meeting. The aim is to define what has been learnt and what could be useful in the future.</p> <p><u>What have we learnt from lockdown in terms of management of the situation?</u> As an organisation we have the ability to pull different teams together and work quickly, particularly IT. How do we maintain this as we grow as a Trust? The Trust has a good team, built over many years from existing staff, which is not an issue now but may possibly be in the future as we grow.</p> <p><u>What changes we should make to our contingency planning (future pandemics and other major events)</u> Although it is possible to act swiftly there could be some changes to Trust level to more clearly define a Gold Team as part of the Trust critical incident team. Each individual school has their own critical incident plan.</p> <p>To ensure what we have learnt remains fresh and relevant documentation will be regularly updated and reviewed for individual schools with wider Trust level network support. Critical incident response team needs to grow with the Trust. Trust wide support is available to all schools.</p> <p><u>Where has the lockdown prompted enhancements to learning e.g. aspects of on-line, which we should seek to build in to our future curriculum?</u> Microsoft Teams will be developed further. Teams could be used across all schools for staff and students.</p> <ul style="list-style-type: none"> • Whilst meetings can happen virtually on Teams it is acknowledged that on some occasions it is essential to meet face to face. • Teachers could offer Trust wide after school revision sessions. • Collaborative planning could be done Trust wide. • Some Professional Learning will be done on Teams to allow access to whole Trust. <p>Whilst acknowledging the benefits of Teams, face to face conversations and interactions were discussed, and their importance for communication.</p> <p>Q – How can and should schools respond to online learning? A – Universities are in the process of developing online</p>	
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		<p>virtual learning. This will be supplemented with smaller groups and theory subjects face to face. In the future virtual learning will be key. The whole university experience shapes the person for the future, developing social skills, life experience and meeting people from different backgrounds.</p> <p><u>What might/should the curriculum look like in 5 to 10 years time?</u></p> <p>How do we balance and better prepare students for the future? Some virtual learning will continue and plans need to be in place to prepare students for this different type of world.</p> <p>Developing Teams as part of the curriculum offer for some online lessons, for some electives and for some additional revision and support will hopefully prepare students for a world of work where online meetings are increasingly commonplace. Students will need to be explicitly taught and experience this method of interaction. However, it remains essential that we underline and reinforce the significance of face to face activity in our offer, especially through the co-curriculum.</p>	
5	Finance	<p>The agenda for the upcoming meeting was shared with Trustees.</p> <p>BFRO has been cancelled due to Covid. The year end forecast is currently being worked on. The final column</p>	

		<p>Audit, Finance and Resources Committee meeting 18.07.2020</p>	<p>of the management accounts is the most pertinent. Non essential spending in April and May was lower.</p> <p>The Trust is still awaiting the outcome of support staff pay increment. The unions are currently out to consultation on this and potentially this could be 2.75% backdated to 01.04.2020.</p> <p>The forecast surplus could decrease due to increased hygiene costs.</p> <p>All staff from wraparound care, catering at HGHS and Sports Centres are still on furlough. Staff will receive 80% pay in July and August. Trust should receive £140,000 to cover the furlough payments.</p> <p>It is anticipated there will be a loss of income of £460,000 by the end of the financial year.</p> <p>All budgets for next year have been planned with a return to normal.</p> <p>Trustees were impressed by the information received from the Finance team and had every confidence in the team.</p> <p>Q – What are the CFO’s biggest worries? A – Budgets are a concern and a challenge. HGHS is a 5 year plan and continuing development of the site is taking place. Staff returning to HGHS in September will see a big difference and will be very grateful of the improvements.</p> <p>Q – Would it be possible to have a breakdown of the impact of Covid 19 on the finances as a separate item? A – Yes, this is part of the budget pack.</p>	
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Trust level
policies for
approval

Trustees approved the following policies:

- Appraisal
- 16-19 Bursary
- Allegations against staff of abuse
- Asbestos
- Assessment, Recording and Reporting – Primary
- Assessment, Feedback and Marking – Secondary
- Attendance – Primary
- Behaviour and Anti-bullying – Primary
- Bullying and Harassment
- C.O.S.H.H.
- Complaints
- Curriculum
- Data Protection
- EAL – Primary
- EAL – Secondary
- Employee Discipline
- Equality policy – combined
- E-safety
- Exclusion
- EYFS
- Fire Procedures
- First Aid – primary
- Grievance
- Health and Safety
- Home School Agreement – primary
- Home School Agreement – Secondary
- LAC – primary
- LAC – secondary
- Leave of Absence
- Legionella
- Lone Worker
- Medical Conditions in School – primary
- Medical Conditions in School – secondary
- Managing Employee Reductions
- Physical Restraint
- Preparation and Practice
- Recruitment
- Redeployment
- Riddor
- RSE – secondary
- SEND

		<ul style="list-style-type: none"> • Sex and Relationships Education – primary • Sickness Absence • Staff Acceptable Use – secondary • Target setting, assessment recording and reporting – secondary • Teaching and Learning - primary • Teaching and Learning – secondary • Trips and Visits – secondary • Violence at Work • Whistleblowing • Working at height 	
	AOB		<p>There were no other items of business not covered in the agenda.</p> <p>On behalf of Trustees thanks were offered to the Executive Team and all staff for their hard work during this incredibly difficult time.</p>
	Meeting Dates:	<p>TBM1</p> <p>TBM2</p> <p>TBM3</p> <p>TBM4</p> <p>TBM5</p> <p>TBM6</p>	<p>Wednesday 07.10.2020 at 10.00am</p> <p>Wednesday 02.12.2020 at 10.00am</p> <p>Wednesday 03.02.2021 at 10.00am</p> <p>Wednesday 24.03.2021 at 10.00am</p> <p>Wednesday 05.05.2021 at 10.00am</p> <p>Wednesday 07.07.2021 at 10.00am</p>

Impact of Meeting / Key Outcomes

- Schedule of meeting dates for the next academic year were agreed for publication
- Trustees discussed the detailed risk assessments and proposed reopening plans for all schools in September 2020
- Remote learning was discussed and how this could be implemented again at short notice, and also how remote learning could be used in the future
- Plans for Sports Centres to reopen were discussed, subject to Government authorisation.
- Trustees discussed in great detail what could be learnt from lockdown
- 51 Trust level policies were approved.