



Part 1 Minutes of the Trustee Board		
Date:	Tuesday 6 th July 2021 at 2.00pm	
Venue:	Virtual video conferencing meeting	
Present:	Tim Haselwood (TH) Rob Halsall (RH) Tony Smith (TS) Chris Wyatt (CW) - part Belinda Logan (BL) - part Lisa Carden-Doorey (LCD) - part Nic Brindle (NB)	Trustee Trustee Chair of Trust Board Trustee Trustee Trustee CEO
Apologies:	None	
Absent:	Ian Carden (IC)	Trustee
In attendance:	Carole Self CS Chris Heptinstall (CH) Helen Phillips (HP)	Clerk to the Trustees Director of Business Director of Education

AGENDA ITEM 1	WELCOME AND APOLOGIES FOR ABSENCE
Discussion:	The Chair welcomed everyone to the meeting. No apologies for absence were received.

AGENDA ITEM 2	DECLARATIONS OF INTEREST
Discussion:	Trustees agreed that NB and TS should declare an interest as Directors of Cornerstone now that this is a separate entity although given that the accounts for both organisations are to remain consolidated, any potential conflict that may arise was felt to be minimal.

AGENDA ITEM 3	DECLARATION OF ANY OTHER BUSINESS		
Discussion:	Cornerstone LSB Membership Trustees agreed that having reviewed all Governor biographies on GVO that they were happy to approve their appointment to the Cornerstone LSB. TS confirmed that he would formally confirm the appointments and asked that NB/CH set up the process for the new Chair along with the LSB meeting schedule.		
Decision:	Trustees approved Governors to the Cornerstone LSB		
Action:	What:	By Whom:	By When:
	<ul style="list-style-type: none"> Confirm the appointments of Governors to the Cornerstone LSB Set up the process for the Cornerstone LSB Chair and alongside the LSB meeting schedule 	TS	ASAP
		NB/CH	ASAP

AGENDA ITEM 4	PART ONE MINUTES OF THE LAST MEETING 23rd March 2021 and REVIEW OF THE ACTION LOG
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Discussion	Trustees reviewed the minutes of the meeting held on the 23rd March 2021 and agreed that these were a true and accurate record subject to the amendment of the spelling of Lisa Carden-Doorey's name. The action log was reviewed and updated as presented.
Decision:	The Board approved the minutes of the meeting held on the 23rd March 2021 as a true and accurate record subject to the slight amendment to the spelling of LCDs name.

AGENDA ITEM 5	BOARD GOVERNANCE
Discussion:	<p>Membership</p> <p>Trustees formally recorded the resignation of MH as a Trustee and agree to make this effective from today's date. Thanks were extended to MH for all his hard work.</p> <p><i>CW joined the meeting at 14.23pm</i></p> <p>Trustees agreed with the need to secure new Trustees as the Trust grows and that the Skills Review to be discussed later in the meeting would help identify what gaps the Board needed to recruit to going forward.</p> <p>Trustee Link Roles</p> <p>As discussed earlier in the meeting as part of the action log, CH had agreed to recirculate the list of roles again.</p> <p>Plans for Trustee visits</p> <p>Trustees discussed the timing of future Trustee visits and the difficulties with meetings face to face at present. Trustees did agree that it would be good to hold face to face Board meetings from the Autumn Term on a rotating basis at each school, commencing with Axis. All agreed that Committees would continue to meet virtually. Trustees agreed that it would be useful to extend the next Board meeting to allow for a visit of the site which would be an opportunity for Trustees and the school to meet each other properly.</p> <p>Trustees agreed that the staffs' knowledge of the Board was not good so it would be useful to have a document outlining the Board for each school alongside the school leadership in each school.</p> <p>Trustees discussed the value of a newsletter that aimed to develop the Trust as a whole rather than having 3 disparate schools. Trustees agreed that it would be useful to advertise all posts widely across the Trust to encourage progression from within.</p> <p>Review of Governing Board effectiveness</p> <p>Trustees were briefed on the proposal to establish a Chair of LSB Committee which would meet once or twice a year to share experiences and good practice and to engage with the Executive with a view to enhancing the effectiveness of the LSBs. Trustees supported this and agreed that the first meeting would take place in the Autumn.</p> <p>Trustees were briefed on the proposal to establish a separate Audit and Risk Committee however they acknowledged that the Trust would need a number of new Trustees to ensure this could be progressed meaningfully. TH advised that at present it was accepted by the DfE</p>



	<p>that Audit and Risk sits alongside the Finance Committee however they would prefer for this to be separate to enable independent internal scrutiny to take place. Trustees accepted that as the Trust grows this would be invaluable and therefore agreed to start the process now by developing the resources required, undergoing training and determining the Terms of Reference for this. Trustees agreed that this would be overseen by the Finance Committee with a view to establishing the new Committee from September 2022 to coincide with the incorporation of the two new schools. Q. What do you anticipate the meeting frequency for this Committee to be? TH confirmed that it would be 3 times per year.</p> <p>Trustee skills review</p> <p>The Chair confirmed that this should be undertaken annually and the plan was for all Trustees and Governors to complete the NGA skills audit now available on GVO. The Chair agreed to circulate the link to all with the expectation that all complete this in readiness for the Autumn term.</p>		
Decision:	<ul style="list-style-type: none"> Trustees agreed to establish a Chair of LSB Committee and that the first meeting would be in the Autumn Term Trustees agreed to establish an Audit and Risk Committee from September 2022. 		
Action:	What:	By Whom:	By When:
	<ul style="list-style-type: none"> Develop a document outlining the Names and Roles of the Trust Board for each school alongside a similar document detailing the SLT of each school Establish a Chair of LSB Committee and set up the first meeting for the Autumn Term Circulate the link to the NGA skills review on GVO for completion by all ahead of the new Autumn term. 	<p>NB/TS</p> <p>NB</p> <p>TS</p>	<p>ASAP</p> <p>Autumn 21</p> <p>Autumn 21</p>

AGENDA ITEM 6	CEO REPORT
Discussion:	<p>NB presented his report confirming firstly that the turmoil of Covid 19 continued however he felt the Trust had made the best of the year as a whole and as a result were where he thought they would be.</p> <p>New Trust Development Themes</p> <p>He confirmed that the focus now was on what the Trust wanted from each school to meet the overarching vision and aspirations for all our children. 3 key priority areas were outlined for each school as follows:</p> <ol style="list-style-type: none"> Inquiry based learning and fostering curiosity Peer to peer learning and focused CPD Instructional leadership <p>NB confirmed that the expectation was for Trustees to review these areas as part of their visits.</p> <p>Internal Growth – NB reported great work on the numbers for Axis with 40 places secured for next year although there was capacity technically for 60 but this would require an increase</p>



in PAN which would likely be requested by the LA. **Q. Do we have the resources to support an increase in PAN to 60?** NB confirmed that the challenge was in recruiting quality staff although the Trust could increase the class size to 10 which would then require little additional staffing and in any case the increased funding would support this. Trustees agreed that it would be better to have larger groups and split younger primary from older primary children. Trustees agreed all in all that a larger cohort was much more efficient and effective.

Fermain Academy

NB confirmed that he had been approached by the LA to support a Provision Resource Unit (PRU) in the North (25 places) to support PEX learners as well as those involved in highly contextual safeguarding. He confirmed that Fermain was the obvious site. He confirmed that the approach had been made from a cost and effectiveness perspective with the LA looking for alternative solutions.

NB outlined that the LA were also looking for a Behaviour Support system that would support all schools in the borough and that this was currently going out to tender. **Q. What are the next steps?** NB confirmed that the priority for the LA was for the Trust to provide costings to support 5 pupils as part of the safeguarding work and for the Trust to submit a tender for the PRU in the North.

Raise Academy

NB advised that there would likely be an increase in the PAN from 50 – 64 once open, although this may be before.

North West Teach Meets

This was reported to be growing well with further schools wishing to join. HP confirmed that the premise was for Teachers, Heads and Directors to link together to create collaboration across subject areas. She went on to say that staff at Fermain had been to other sites and were bringing back ideas to improve teaching.

Challenges

NB confirmed that the challenge remained with alternative provision commissioning although this was increasing and he expected it to pick up further in September.

Trustees were advised that the buildings for Keystone and Raise would likely not be fully constructed for September 22 however the DfE remained determined to open these on time. Trustees were advised of the plans for temporary accommodation for each school in the interim.

The reduction in the pre-opening grant of £70K as a result of opening two new schools at the same time was confirmed as now formally increased so that the reduction was now £10K. Trustees were pleased that this would now support the early recruitment of the Headteacher and Pastoral Lead.

Local Governance was confirmed as a priority for the new year to ensure that LSBs were ready to recruit to the two new Boards.



	<p>Trust Level KPIs</p> <p>Trustees' attention was drawn to the 5 RAG rated KPIs per school as outlined in the CEO report.</p> <p>Fermain was reported to be Orange due to attendance being below 90%; outcomes for learners being below expected levels and numbers on roll being low</p> <p>Axis was reported to be Blue as they were meeting the current KPIs</p> <p>Cornerstone was reported to be Green as numbers on roll were low</p> <p>Q. Will you be monitoring the RAG ratings so that we can see the trends? NB confirmed that would be case.</p> <p><i>LCD left the meeting at 15.37pm</i></p>
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AGENDA ITEM 7	APPROVAL of BUDGET FOR 21-22 AND FUTURE YEARS
Discussion:	<p>The Chair confirmed that the recommendation of the approval of the budget was coming from the Finance, HR and Premises Committee. TH confirmed that the Committee had reviewed, in detail, the budget for 2021/22 along with the forecast for the next 3 years ahead of approval by the Board and submission to the ESFA by the end of July.</p> <p>CH presented the budget showing the figures for Cornerstone in red as he had now had feedback from the Auditors who had agreed that the Trust would have to produce consolidated accounts even though there was a separation of bank accounts etc.</p> <p>Trustees were advised that the overall surplus forecast for next year was £108K across all 3 schools and the central team although this did not at this stage include the £60K increase in the pre-opening grant discussed earlier.</p> <p>CH confirmed that the Trust level deficit forecast remained as the intention was to increase the administrative staffing to the central team despite not having the funding for Keystone and Raise as yet. Trustees were advised that this deficit was forecast to increase from £16K to £36K although the Trust had £22K in reserves and was still planning to post a surplus of £87K as a Trust.</p> <p>Trustees were advised that the position for 2022/23 would include the additional income from Raise and Keystone of £2M and a further increase in income of £6M forecast for 2023/24.</p> <p>Trustees agreed that they needed to make sure that all processes were robust and that they had a good structure for the 2 new schools to build on.</p> <p>CH confirmed that the Trust had 2-3 months of reserves which was a healthy position.</p> <p>TH confirmed that the budget for 2021/22 was fixed and sensible however for 2022/23 onwards this was less so as there were so many unknowns. Trustees were asked to approve the in-year deficit to the central team budget and the overall submission of the budget. Trustees approved this.</p>
Decision:	Trustees approved the budget for 2021/22 and the 3-year forecast thereafter as well as agreeing to the in-year deficit for the central team.



AGENDA ITEM 7	APPROVAL SCHEME OF DELEGATION		
Discussion:	<p>Trustees reviewed the scheme of delegation acknowledging that this had been discussed in all the committees. They agreed that it reflected the expansion of the Trust and the need therefore to be clear about delegated authorities.</p> <p>Trustees agreed that the revision was appropriate however there was some “tidying up” to do on the document.</p> <p>Trustees reviewed the proposal to include the CEO in the overall consultation for permanent exclusions. NB confirmed that he was happy to amend.</p> <p>Trustees agreed to approve the Scheme of Delegation subject to the amendment outlined above.</p>		
Decision:	Trustees approved the revised scheme of delegation subject to the amendment relating to the inclusion of the CEO in all permanent exclusion decisions.		
Action:	What:	By Whom:	By When:
	<ul style="list-style-type: none"> Amend the SoD to include the CEO in all permanent exclusion decisions 	NB/CH	ASAP

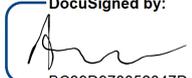
AGENDA ITEM 8	REPORTS FROM COMMITTEES – Part 1 minutes		
Discussion:	<p>Strategy – 14.06.21 – TS confirmed that most topics had been discussed as part of this meeting and that the focus had been on the Growth strategy and the need to maintain high standards. Trustees were pleased that the Cyber security training had progressed.</p> <p><i>BL left the meeting at 15.56pm</i></p> <p>Finance, HR and Premises Committee – 21.03.21 – TH confirmed that the main topic was the approval of the budget and the review of the Amber risks on the risk register. Trustees were advised that the Internal audit on Payroll had no recommendations which was to the credit of CH. Approval of the Gifts and Hospitality Policy was confirmed. Trustees approved the Finance Policy as recommended.</p> <p>Education Standards Committee – 21.03.21 – NB confirmed that the Committee reviewed the KPIs and the outcome data which was difficult due to Covid along with the context for each school, the curriculum and staffing changes. HP also advised that the Committee reviewed the feedback from Jane Lowe following her visit to Cornerstone which was very positive.</p> <p><i>CW left the meeting at 16.02pm</i></p>		
Decision:	Trustees approved the Finance Policy		

AGENDA ITEM 9	APPROVAL OF EXTERNAL EDUCATIONAL ADVISOR		
Discussion:	<p>The Chair reminded Trustees that this work had not as yet been formally evaluated however he asked whether they would prefer a change at this time. Trustees agreed that Bright Green should be commissioned for a further year although given that a number of Trustees had left the meeting at this point, any concerns with this should be recorded on GVO.</p>		



Decision:	Trustees agreed to commission Bright Green as the External Educational Advisor for a further year, subject to no concerns being recorded on GVO as outlined in the minutes
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AGENDA ITEM 10	DATE OF FUTURE MEETINGS		
Discussion:	NB confirmed that he would establish the cycle of meetings, confirming that the next Board meeting would be in early December.		
Action:	What: <ul style="list-style-type: none"> Establish the cycle of Meetings for the Board and its Committees ensuring that LSB meeting dates support these. 	By Whom: NB	By When: ASAP

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11-Feb-2022