



**Minutes of the Trustee Board Committee of the
YES Trust – Part One**

Date	4th April 2022 at 1.00pm	
Venue	The Axis Academy, Lodgefields Drive, Crewe CW2 8TU	
Present:	Ian Carden (IC) Rob Halsall (RH) Chris Whyatt (CW) Nic Brindle (NB) Wendy Bower-Choyce (WB-C) Lisa Carden Doorey (LCD)	Chair Trustee Trustee CEO Trustee Trustee
Apologies:	Tim Haselwood (TH) Tony Smith (TS) Belinda Logan (BL)	Trustee Trustee Trustee
Absent:	Chris Heptinstall (CHe)	Director of Business
In attendance:	Suzanne Lloyd (SL) Helen Philips (HP)	Independent Clerk to Trustees Director of Education

The meeting commenced at 1.05pm

AGENDA ITEM 1	WELCOME AND APOLOGIES FOR ABSENCE
Discussion:	Trustees were welcomed to the meeting. Apologies were received and accepted from TS, TH and BL and CHe's absence was accepted. LCD joined the meeting virtually via Teams.
Decision:	Trustees accepted the apologies from TS, TH, BL and CHe.

AGENDA ITEM 2	DECLARATIONS OF INTEREST
Discussion:	There were no declarations of interest to be addressed.

AGENDA ITEM 3	DECLARATION OF ANY OTHER BUSINESS
Discussion:	There were no declarations of other business to be addressed.

AGENDA ITEM 4	PART ONE MINUTES OF THE LAST MEETING 7th DECEMBER 2021 and REVIEW OF THE ACTION LOG
Discussion	Trustees reviewed the minutes from the meeting dated 7 th December 2021, Trustees agreed that these were a true and accurate record. Trustees confirmed the following actions: <ul style="list-style-type: none"> • All actions within the Action Log have been completed • Additional actions within the minutes:



	<p>Annual declaration to be signed by all –Completed</p> <p>Upload training to GVO – This is to be reviewed again at the end of January 2023</p> <p>Consider new Trustees & look at Inspiring Governance – Recruitment is ongoing. It was agreed if there is to be a separate Pay and Finance Committee, additional Trustees would be required. NB would eventually like 11-14 Trustees on the Board, to include a Trustee with an Educational background. RH and HP have been liaising with regards to Inspiring Governance. RH and NB to address this further and reach out to the LA.</p> <p>Update GVO with committee changes – Completed</p> <p>Set up Audit & Pay Committee – As discussed above. NB explained that the Pay Committee would include reviewing pay terms and conditions, robust systems and process review. Question: WB-C asked why Pay and HR couldn't be in the same Committee? A discussion was had, RH and WB-C both agreed that Audit and Finance may be better siting together. NB explained that the Audit Committee doesn't just review Financial, however completes full school audits however agreed that HR and Pay would sit well together. NB to relook at terms of reference to start in September.</p> <p>Set up a date for 'Chair of Chair's committee first meeting – Ongoing</p> <p>Recruit SIP and CEO PM support – Ongoing – NB confirmed that a SIP had been sought. Kath Kitchen is an ex CEO of a Trust of APs, a DFE advisor and president of National Hospital Education Service. She is due to visit the school on 18th May 2022. For the board advisor TS is still in discussions.</p> <p>Policies and procedures (Rag rating) – Completed</p> <p>Wellbeing – NB explained that the latest staff survey had been completed. Which included 10 questions including ethos/values, safety and safeguarding. The answers included yes/no options as well as comments that could be noted. 84.5% of staff responded, which was an improvement from the last survey. Overall Cornerstone/Axis were positive, with a few specific areas which NB will focus on eg communication. NB went on to explain that he will discuss the Fermain results in part 2. NB to share the full results on GVO and NB/HP will work with staff to address areas of improvement. Question: WB-C enquired if Claire had an action for this? Answer: NB confirmed that she did.</p> <p>Review external marketing – This is now being addressed by CHe.</p> <p>Circulate the NGA spreadsheet – completed</p> <p>Development a document outlining names and roles of the Trust Board – completed</p>		
Decision	Actions reviewed. It was agreed that all actions would be placed in the Action Log moving forward.		
	What	Who	When
Action	Terms of Reference for a new HR & Pay Committees to be uploaded to GVO	NB	Prior to July in order for agreeance prior to September 2023



Action	Staff survey results to be uploaded to GVO	NB	ASAP
Action	Work to be completed with staff to address areas of improvement following the staff survey	NB/HP	ASAP

AGENDA ITEM 5	BOARD GOVERNANCE
Discussion:	<ul style="list-style-type: none"> • Membership – Appointments/Re-appointment and Vacancies – Discussed in the agenda point above. Additionally, it was confirmed that RH had been working with the LSB's and is looking at advertising in the local Tesco for LSB members for Axis. NB and RH to work with the LA to look at Inspiring Governors for additional members. • Trustee Link Roles – This was discussed at the previous meeting, there was a unanimous decision for these roles to be accepted. • Plans for Trustee visits – IC and HP were due to meet, however this been delayed due to Covid. NB confirmed that after each visit, Trustees must complete a visit report and uploaded these to GVO. RH will forward a template to all Trustees. WB-C requested a visit to Cornerstone. <p>Question: CW asked for confirmation on how the visit reports worked? Answer: RH explained that evidence is required to confirm that Trustees have visited the schools, and needs to include the focus of the visit, what was working well etc. RH went on to explain that any Trustees that has completed a recent visit, needs to complete a visit report and upload to GVO. RH stated that he has recently completed a learning walk, that a learning walk normally takes around an hour to complete, during which there is the opportunity to listen and watch, day to day practices, to ascertain that the staff/children have the correct focuses.</p> <ul style="list-style-type: none"> • Governing Board effectiveness – Consideration of output from self-review, has now been completed <p>Finance report – The finance report completed by CHe is on GVO and taken as read.</p> <p>Audit committee – As discussed within the agenda item above.</p> <p>Internal audit – It was agreed that the minimal recommendations received was a positive result.</p> <p>Policies approved at the Finance Committee - All approved and ratified</p> <ul style="list-style-type: none"> • Financial Policies and Procedures • Gift and hospitality • Central Records and Vetting Policy <p>WB-C explained that she is due to meet with Claire (HR Manager) to work on the strategy plans, W-BC is awaiting a date, from Claire, but had hoped it would be prior to Easter.</p>



Decision:	All policies approved at the Finance Committee have been approved and ratified.		
	What	Who	When
Action	An advert to be placed in Tesco for new members	RH	ASAP
Action	Inspiring Governors to be looked at with the LA	NB and RH	ASAP
Action	Visit reports to be completed after each visit and uploaded to GVO	All Trustees	ASAP/Ongoing
Action	Visit report template to be forwarded to all Trustees	RH	ASAP

AGENDA ITEM 6	CEO REPORT
Discussion:	<p>NB provided a verbal report.</p> <p>Raise – The opening is potentially going to be pushed back until September 2024, NB is currently awaiting a meeting, with the authorities to discuss further. The builders missed a planning check point and have been told that a temporary site needs to be sought, as there are no temporary sites available, NB can't see another option other than the opening being postponed. NB confirmed that the costs relating to this have been included in the budget, therefore there are no budget changes. NB is still trying to understand the reasons behind the slippage from the opening moving from September 2022 to September 2024.</p> <p>NB explained that at the Strategy Committee, discussions were had with regards to different funding streams for the AP's, following this NB and RH have looked at different options for the Fermain. NB has sourced a building to add further space to the Fermain, which is 7 minutes' walk away. It is an old mill, which has been renovated and has potential for different vocational courses to be carried out including mechanics, hair and beauty etc. It also offers a range of office spaces, where leadership courses could take place. NB shared images of the property. NB confirmed that the cost is £36,000 per year, it would come with a 10-year lease, with a 5-year break clause. This can therefore be funded if required with the surplus budget from the Fermain. NB went on to explain that for risk mitigation, if the plans failed and the PAN couldn't be increased, then there was scope for this unit to become the Head Office function.</p> <p>Question: WB-C asked if the building could be sublet if required? Answer: NB explained that it wasn't part of the standard contract, however, he couldn't see this being an issue. He explained that another idea was that it could be used as another Cornerstones.</p> <p>RH explained that at Fermain there is a lot of academic teaching, however more vocation skills are required, and this building would offer scope for this. IC stated that local employees could be approached to assist with this, and WB-C stated that this could be an area of expertise for a new Trustee.</p> <p>Question: LCD asked if there was an outdoor area? Answer: NB explained that there is parking, unfortunately there is no outdoor play space. With it being so close to Fermain and there is public outdoor space within the vicinity this wouldn't cause an issue.</p>



RH explained that one idea had been to utilise mobile classrooms at the Fermain site, these were approximately £12,000 each per year, therefore this building would be a better financial option and would also help with the hybrid SEN/AP approach that the Trust had been considering. RH explained that the next steps would be to undertake a further site visit and ascertain final costings including electricity costs etc, these details would be loaded to the GVO for consideration.

Strategy Development Plan – Has been uploaded to GVO and taken as read. This comes following the Trust Board Audit and the Strategic Committee assessing and evaluating the Trust's vision. The Strategy document highlights key areas and planned growth, with the idea that it is a simple overarching plan for everyone within the Trust to use. The plan states link Trustees, which means that key individuals can create a detailed 3-year overview plan, along with a more detailed 18-month plan. RH and TS have assisted NB with creating the plan. Fundamentally by the Summer term there will be a detailed plan to show on Inset day to all staff, which will enable the culture and ethos of the Trust to be reviewed and embedded.

WB-C stated that this was a good outline, however, the Trustees need to ensure that it can be delivered.

Question: IC asked if there was any part of the plan linking to Bolton University?

Answer: NB confirmed that there were, and HP was aligning these educational elements.

RH explained that the clear strategic plan, allows the Trust plan to be fed into from a school level. NB explained that the Trustees need to assess the overview plan, and if approved it can then be passed to the Headteachers, so that it can be introduced to staff prior to the summer holidays, meaning that on the Inset Day in September it can be formally delivered.

IC stated that he sees this as an evolving document that needs to be shared and then reviewed. RH explained that additional Strategy meetings have been put in place to allow for this to be reviewed and evaluated.

WB-C stated that it is a very good visible tool. RH agreed and stated that this clear plan can be used at all levels from the executive leadership team to all staff members.

LCD stated that it links in with the staff survey results, opening communication and understanding, a great working document.

CW stated that it covers the four key areas: Motivation, progress & results, upholding group unity, and attention to individuals.

WB-C stated that the one-page plan, can be used by everyone, in any situation and will form the basis of everything. It will also aid Trust recruitment.

RH confirmed that it will bring clarity to the Trust.

Decision	The Strategy Development Plan was unanimously approved by all Trustees.		
	What	Who	When
Action	Final costings for the Mill Building at Fermain to be ascertained and uploaded to GVO for Trustee consideration.	NB	ASAP



Action	For the Strategic Development Plan to be shared with the Headteachers/other staff members.	NB	ASAP
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AGENDA ITEM 7	APPROVAL and REVIEW OF ANNUAL DEVELOPMENT PLAN
Discussion:	Reviewed within the previous agenda item.

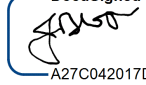
AGENDA ITEM 8	REPORTS FROM COMMITTEES – Part 1 minutes
Discussion:	<ul style="list-style-type: none"> • Strategy Committee – 21st March 2022 <ul style="list-style-type: none"> ○ NB is drafting a letter up with regards to the Bridge. There are still fundamental issues with the building, as there is a 3 - month rolling contract for the car park/outdoor space, which just keeps increasing. NB has confirmed that he is happy to still work with them, but they can't look to join the Board. • Finance, HR and Premises Committee – 24th March 2022 <ul style="list-style-type: none"> ○ Reviewed within previous agenda items. ○ Terms of reference – completed. ○ With regards to school meals at Axis, NB has confirmed with CHe that an email was sent to TS and TH. The meals have gone out to tender twice however the costs were too high. The current proposal is to continue using with a local school, the contract will be between £35,000-£40,000 per year, which CHe has allocated within the budget. This decision was unanimously approved by all Trustees. • Education Standards Committee – 24th March 2022 <ul style="list-style-type: none"> ○ All policies all approved and ratified. <p>HP explained that they are working with the Bolton University as part of their LAB school project, working with international schools around the globe. This has been shared with the Headteachers so that they understood the model and last week was launched with all staff, which has been well received by all. The approach is centred around the instructional core, the teacher, the learner and the content and looks at incorporating enquiry-based learning with a coaching model.</p> <p>HP explained that they have met with other schools within the project to look at coaching and different approaches to delivery. In May, a team of leaders will go into all schools, to look at the teaching and learning as well as creating a narrative, to review how this can be mirrored and highlighted across the board. This will ensure consistencies throughout the Trust. This narrative will then be used to look at the learning process, along with how the benefits can be replicated. This can then be fed into the development plans and can be used within the coaching model. It also means that learning walks can continue but that formal lessons observations won't need to take place. This project will have a huge impact on the staff as well as the children. It can be used so that the intrinsic motivation isn't just confined to one subject but can be from multiple subjects. HP confirmed that the children in Axis have responded really well, which shows that enquiry-based learning will have a huge benefit to their learning.</p>



	LCD stated that she was really excited about where it will take the staff and pupils. She went on to say that when she was at the Axis, she witnessed a common language from staff and has seen a huge change in the staff in relation to this. NB stated that the foundations need to be correct to begin with, but once completed there will be a huge change to be seen by all.
Decision	All reports were accepted. The Trustees approved the decision regarding the school meal proposal at Axis. All policies approved and ratified.

AGENDA ITEM 9	POLICIES AND PROCEDURES
Discussion:	All comments have been published on GVO and have now been updated within the policies. The Trustees approved and ratified the following policies. <ul style="list-style-type: none"> • Data Protection Policy - • Board Member Expenses Policy • Health and Safety Policy
Decision	The policies have been approved and ratified.

AGENDA ITEM 10	DATE OF NEXT MEETING/S
Discussion:	14 th July 2022 – 1pm @ Axis

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24-Sep-2022