



<b>Part 1 Minutes of the Trustee Board</b>		
<b>Date:</b>	Tuesday 23 <sup>rd</sup> March 2021 at 2.00pm	
<b>Venue:</b>	Virtual video conferencing meeting	
<b>Present:</b>	Tim Haselwood (TH) Rob Halsall (RH) Tony Smith (TS) Chris Wyatt (CW) Ian Carden (IC) Belinda Logan (BL) Lisa Carden-Doorey (LCD) Nic Brindle (NB)	Trustee Trustee Chair of Trust Board Trustee Trustee Trustee Trustee CEO
<b>Apologies:</b>	Martin Howell (MH)	Member/Trustee
<b>Absent:</b>	None	
<b>In attendance:</b>	Carole Self CS Chris Heptinstall (CH) Helen Phillips (HP)	Clerk to the Trustees Director of Business Director of Education

<b>AGENDA ITEM 1</b>	<b>WELCOME AND APOLOGIES FOR ABSENCE</b>
<b>Discussion:</b>	The Chair welcomed all to the meeting. Apologies for absence were accepted from MH
<b>Decision:</b>	<b>Trustees accepted apologies for absence from MH.</b>

<b>AGENDA ITEM 2</b>	<b>DECLARATIONS OF INTEREST</b>		
<b>Discussion:</b>	Trustees agreed that there were no further declarations in relation to the Agenda to be discussed. BL confirmed that she had a new declaration as she was now a consultant for the Alternative Provision Challenge Trust.  Trustees agreed that BL should sign a new declaration form to be circulated by CH and for the GVO system to be updated by the Clerk.		
<b>Action:</b>	<b>What:</b>  Circulate a new declaration form to BL to be returned updated. GVO to be updated with the new declarations from BL.	<b>By Whom:</b>  CH Clerk	<b>By When:</b>  Completed Completed

<b>AGENDA ITEM 3</b>	<b>DECLARATION OF ANY OTHER BUSINESS</b>
<b>Discussion:</b>	To consider any other Items of Business

<b>AGENDA ITEM 4</b>	<b>PART ONE MINUTES OF THE LAST MEETING 3<sup>rd</sup> DECEMBER 2020 and REVIEW OF THE ACTION LOG</b>
<b>Discussion</b>	Trustees reviewed the minutes of the meeting dated 3 <sup>rd</sup> December 2020 and agreed these as a true and accurate record. Trustees reviewed and updated the action log as presented.



	<p>Lengthier discussions on the following areas were recorded:</p> <p><b>07.07.20 Item 4</b> – Trustees discussed the range of counselling support available both in-house and commissioned and the costs associated with these. Trustees accepted that pressure was likely to increase in students as performance measure and examinations were reinstated in the school calendar. NB agreed to clarify the need before progressing with this action.</p> <p><b>03.12.20 Item 3</b> – HP confirmed that she had discussed a range of leadership skills training with RH and was looking to roll this out eventually to all Headteachers. HP confirmed that she was due to meet RH again to progress this.</p>
<b>Decision:</b>	<b>Trustees approved the minutes of the meeting dated 3<sup>rd</sup> December 2020 as a true and accurate record.</b>

<b>AGENDA ITEM 5</b>	<b>BOARD GOVERNANCE</b>
<b>Discussion:</b>	<p><b>Membership</b> – Appointments/Re-appointment and Vacancies – Trustees agreed that there were no changes to report.</p> <p><b>Trustee Link Roles</b> – NB confirmed that he was in the process of producing a Governance handbook specific to each school. His thoughts were that the Trust could have a Link school Trustee for each school and specific link roles for the whole Trust.</p> <p>Trustees discussed a range of link roles being considered as well as the Link School Trustee which included:</p> <ul style="list-style-type: none"> <li>• Safeguarding and Wellbeing - <b>BL</b></li> <li>• Data and Curriculum - <b>LCD</b></li> <li>• External Liaison and Communications</li> <li>• Health and Safety/Buildings and Facilities - <b>RH</b></li> <li>• Training</li> <li>• Marketing</li> <li>• HR - <b>TH</b></li> <li>• IT/Technology</li> <li>• Transition Post 16 and Year 7</li> <li>• Growth Strategy</li> <li>• Leadership and succession planning</li> </ul> <p>Trustees indicated which areas they would be interested in as indicated above. NB/CH agreed to develop and circulate a spreadsheet so that Trustees could indicate which would be their top 3 preferences for Link Whole Trust Roles and School Link Role.</p> <p>NB also agreed to include some of the role descriptors for Link Roles and useful questions Trustees could ask in the Governance Handbook.</p> <p><b>Plans for Trustee visits</b> – NB confirmed that these could be reinstated after Easter, provided they were undertaken during school hours. NB also confirmed that the next Trust Board would take place face-to-face at Axis with the option to dial in via Teams as well. He suggested that Committee meetings continue to be held virtually.</p> <p><b>Conduct self-review of Governing Board effectiveness</b> – the Chair signposted Trustees to the NGA document which had been uploaded to GVO. Trustees agreed that the review was</p>



	<p>useful especially if the document could be RAG rated to indicate where areas were working well and where improvements were required. The Chair agreed to amend and circulate the document with the intention that the Board reviews this in July. <b>Q. Do we have membership to the NGA? CH</b> confirmed that the Trust used to have this through Cheshire East however he would now look into the cost of corporate membership as this was thought to be inexpensive.</p> <p><b>Development of Governor/Trustee Induction Programme</b> – RH confirmed that this work was progressing with NB and TS. Trustees agreed that the need was relevant given the number of new Governors to LSBs. <b>Q. When do you expect that this can be rolled out? NB</b> confirmed that a draft of the programme would be available after Easter.</p> <p><b>Recruitment of Members to Cornerstone LSB</b> – the Chair confirmed that he was due to review 4 applications for the LSB along with CH and the Headteacher on Friday morning, all of which appeared credible. Trustees discussed the position with regards to staff and parent representation, with difficulties in the latter associated with the transient nature of school placements. Trustees discussed the risks and benefits of having staff involved in the LSB with concerns about confidentiality being the main risk. Trustees were in favour of having parental representational wherever possible, even if this was from a Parent of a previous student as the experience would be invaluable to the work of the LSB. The Chair confirmed that he would discuss this with the Headteacher on Friday and agree the way forward.</p> <p><b>Interim/transitional governance arrangements for Cornerstone</b> – the Chair confirmed that the arrangements would mirror that of Axis with the first meeting being led by the Trust Board with new Governors’ shadowing. The second meeting being led by the Governors with the Trust supporting with the third meeting being led solely by Governors.</p>		
<b>Action:</b>	<b>What:</b>	<b>By Whom:</b>	<b>By When:</b>
	<ul style="list-style-type: none"> <li>• <b>Circulate a spreadsheet for School Link and Whole Trust roles which Trustees could complete</b></li> <li>• <b>Circulate the NGA spreadsheet on Board effectiveness to Trustees to complete ahead of review in July 21</b></li> <li>• <b>Determine the cost of corporate membership to the NGA</b></li> </ul>	<p><b>CH/NB</b></p> <p><b>TS</b></p> <p><b>CH</b></p>	<p><b>ASAP</b></p> <p><b>06.07.21</b></p> <p><b>ASAP</b></p>

<b>AGENDA ITEM 6</b>	<b>CEO REPORT</b>
<b>Discussion:</b>	<p>The CEO advised how he intended changing his report to ensure that this did not become a reiteration of what he was reporting at Committee level.</p> <p>Trustees were updated on the strategic focus of the Trust which was framed around 4 priority areas as follows:</p> <ol style="list-style-type: none"> <li>1. <b>Leadership Development</b> – NB reported that this included “growing” leaders and building capacity</li> </ol>



2. **Leadership Growth** – this was reported to include developing networks and wider sharing with other Alternative Provision Providers particularly through the North West Partnership working group.
3. **Growth Strategy** – an update on this was provided as part of the confidential agenda.
4. **Maintaining high quality Policy and Practice** – Trustees were updated on the work with Headteachers to scale up to 5 schools which included the roll out of Microsoft Teams, Arbour and Perspective.

Wider updates included the Trust being represented nationally with DfE Directors and meeting weekly to work on Green Papers for SEND with alternative provision now having its own chapter to look at commissioning and multi-agency working.

**Setbacks** – NB reported on commissioning difficulties because of Covid and the subsequent impact on finances. Trustees were also advised that the Trust had not been successful with TCaF funding which impacted on the Trust being able to secure HP on a full-time basis or that of a HR Manager. **Q. Why did you not get the funding?** NB confirmed that the funding parameters had not been specific which in itself led to a significant increase in applications and it was felt that the Trust would not be able to spend the money in the allotted timeframe although he said they would have been able to if the decision had not been delayed. He went on to say that there was a new TCaF launch which was now much more specific in terms of the parameters. **Q. Can we and will we reapply?** NB confirmed that the Trust would as it fits with the reform agenda.

**Key Performance Indicators** – NB confirmed that the data reflected commissioning rates which had impacted on performance. Trustees agreed that all schools had found home learning very difficult as this was substantially different from face-to-face learning.


<b>AGENDA ITEM 7</b>	<b>APPROVAL and REVIEW OF ANNUAL DEVELOPMENT PLAN</b>
<b>Discussion:</b>	This item was discussed as part of the action log update and Trustees agreed that this was in essence the strategic plan which was monitored and reviewed as part of the CEO report.

<b>AGENDA ITEM 8</b>	<b>REPORTS FROM COMMITTEES – Part 1 minutes</b>
<b>Discussion:</b>	<p><b>Finance, HR and Premises Committee – 12.03.21</b> – TH reported on the slight reduction in the surplus forecast to £45K which was impacted by all schools and the separation of Cornerstone going forward. Cashflow was reported to be healthy. TH confirmed that the 2021-24 budget was to be reviewed at the next meeting ahead of submission to the Board thereafter. Trustees noted the updated risk register together with the mitigating actions.</p> <p>TH confirmed that the Committee had recommended the approval of the Health and Safety Policy by the Board. Trustees approved this policy.</p> <p>TH advised Trustees of the requirement to submit the School Resource Management Assessment Tool by the 15th April and to that end the work being undertaken by CH ahead of formal sign off by the Chair of Trustees. CH confirmed that a submission had been made in July to coincide with the opening of Axis and advised Trustees that some of the finances were skewed as a result of the growth phase of the Trust. CH confirmed that he would circulate the full Xcel spreadsheet to ensure Trustees were happy with the answers being given. TH confirmed that he had already reviewed all the answers and concluded that the Trust was well</p>



	controlled. <b>Q. Does the DfE Money skew the figures?</b> CH confirmed that he would have to explain exceptions as some of the detail was not correct.		
	<b>Education Standards Committee – 12.03.21</b> – Trustees noted the draft minutes from this meeting.		
<b>Action:</b>	<b>What:</b>	<b>By Whom:</b>	<b>By When:</b>
	Circulate the completed SRMA ahead of formal submission on 15 <sup>th</sup> April 2021	CH	15.04.21
<b>Decision:</b>	Trustees approved the Health and Safety Policy and the submission of the SRMA.		

<b>AGENDA ITEM 10</b>	<b>DATE OF NEXT MEETING/S</b>
<b>Discussion:</b>	6 <sup>th</sup> July 2021

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12-Jul-2021