



Minutes of the Trustee Board Committee of the YES Trust – Part One		
Date	30 th March 2023 at 12noon.	
Venue	The Fermain Academy, Bestwick Street, Macclesfield, SK11 8JF	
Present:	Rob Halsall (RH) Belinda Logan (BL) Chris Whyatt (CW) Ian Carden (IC) Wendy Bower-Choyce (WB-C) Lisa Carden Doorey (LCD) Nic Brindle (NB)	Chair Vice Chair Trustee Trustee (Attended Virtually) Trustee (Attended Virtually) Trustee CEO
Apologies:	Tim Haselwood (TH)	Trustee
Absent:	Helen Philips (HP)	Director of Education
In attendance:	Chris Heptinstall (Che) Suzanne Lloyd (SL)	Director of Business Independent Clerk to Trustees

For all sets of minutes and backing papers it is taken that all will have been pre-read and coverage will therefore be limited to: • **accuracy** • **action points** • **challenge**

Governance Handbook 2020: The board of trustees manages the business of the academy trust and should focus strongly on the three core functions of governance:

1. *ensuring clarity of vision, ethos and strategic direction*
2. *holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff*
3. *overseeing the financial performance of the organisation and making sure its money is well spent.*

DOCUMENTS CIRCULATED/TABLED FOR MEETING:

- 1
- 2
- 3

The meeting commenced at 12 noon

AGENDA ITEM 1	WELCOME AND APOLOGIES FOR ABSENCE
Discussion	The Chair welcomed the Trustees to the meeting. Apologies were received and accepted from TH. It was noted that IC and WB-C were joining the meeting remotely via a Teams link.
Decision	Trustees accepted the apologies from TH. It was confirmed that the meeting was quorate.

AGENDA ITEM 2	DECLARATIONS OF INTEREST
Decision	The Trustees confirmed that there were no new declarations of interest.

AGENDA ITEM 3	DECLARATION OF ANY OTHER BUSINESS
Decision	There were no declarations of other business.



AGENDA ITEM 4	PART ONE MINUTES OF THE LAST MEETINGS 15 th DECEMBER 2022 and 17 th FEBRUARY 2023 and REVIEW OF THE ACTION LOG
Discussion	<p>Trustees reviewed the minutes from the meetings dated 15th December 2022 and 17th February 2023, and confirmed that these were a true and accurate record.</p> <p>Trustees confirmed the following actions:</p> <ul style="list-style-type: none"> • For prospective Trustee applications to be uploaded to GVO for consideration – Completed • For all Trustees to submit comments in regards to the NGA Awards in order for RH/SL to complete the nominations – Completed • For all Trustees to look at their own streams within the LSB plan and discuss with RH out of the meeting if anything additional needs to be added. These needs to be in lay terms so that there is clear understanding from the LSB’ – Completed • For the draft LSB agenda templates to be shared with the Trustees after the meeting and comments to be shared with RH – Completed • For the Annual Report and Financial Statements 31st August 2022 to be signed via docusign once received from NT – Completed • For all declarations to be completed and docusigned – Completed • A model to be drawn up for all the LSB’s to work to, to ensure consistency. This is to include terms of reference, basic agendas and training requirements - Completed - On the agenda to discuss today • Recruitment for all LSB’s - Ongoing – Cornerstones and Keystone both require additional members. • For a training calendar to be drawn up for the Trustees and LSB’s - Completed – It was agreed that the Trustees/Governors complete the KACIE and Safeguarding children training each September, with additional training being completed as and when required. Q: LCD asked about the Governor induction training. A: RH is currently doing this role and is being reviewed with RH/NB. • For Trustee lead roles to be set in line with the strategic plan and for a discussion to take place at the next Full Trust Board Meeting - Completed • For all Trustees to be informed of individual training requirements and for all training to be completed - Completed • For a full trust strategy to be put in place with regards to Safeguarding and Wellbeing - Completed • For all Trustees to speak to staff within the schools, whilst on visits, regarding follow up from the staff survey - Completed - On the agenda to discuss today • For the updated Strategy Plan to be viewed on GVO - Completed • For additional dates for Strategy Committee meetings to be confirmed, with the view of the Full Trust Board to attend - Completed • For a date for an additional Full Board meeting to take place in January 2023 to review the Strategy Plan - Completed



	<ul style="list-style-type: none"> • NB to provide SL with school SEFs to share with all Trustees - Completed • For applications to be placed on GVO for review for potential new Trustees - Completed • NB to prepare the documents to apply for the three Freeschools - Completed • Link Governors meetings to be arranged - Completed • For WB-C to meet with Claire to discuss the Staff Learning Structure then discuss at the next Board Meeting – Completed • For Claire to confirm that all safeguarding training has been completed - Ongoing RH is awaiting an update next week • Upload training to GVO – Ongoing • Recruitment for Trustees to be shared via LinkedIn - Ongoing – There is still a requirement for additional Trustees, RH is advertising on LinkedIn • Set up a 'Chair of Chairs' first meeting – Ongoing - RH is looking at this currently. RH is giving support to the other Chair's in the meantime. • Recruit SIP and CEO PM support - Completed - On the agenda to discuss today • An advert to be placed in Tesco for new members – Completed <p>CW joined the meeting at 12.12.</p>		
	What	Who	When
Action	For a review to take place with regards to the LA Governor induction package.	RH/NB	ASAP

AGENDA ITEM 5	BOARD GOVERNANCE		
Discussion:	<p>The Board have reviewed two applications which were on GVO and taken as read. Both applicants would be a huge benefit to the Board and would bring additional skill sets to the Board.</p> <p>BL expressed a requirement for a Trustee to support Ridgewood Academy High School, should the Board agree to move forward, to support the unique needs of the children within the school. RH stated that there would be a requirement for Trustees to complete additional training should the Trust agree to move forward with Ridgewood Academy High School. He went on to state that the Board may require an advisor, which could potentially be IC.</p> <p>A discussion was had regarding a new Chair to the Education Committee.</p> <p>Training was discussed as part of agenda item 4.</p> <p>RH explained that he had received everyone's availability and he would look at meeting dates for the next academic year.</p>		
Decision	<p>There was a unanimous decision that the Trustee applications of Sharon Bradshaw and Helen Davis were accepted to the Board.</p> <p>The Board accepted IC's resignation as a Trustee, due to the ongoing work with Ridgewood Academy High School. IC thanked everyone for their support and teamwork and RH thanked IC on behalf of the Board, for his hard work as a Trustee.</p>		



	<p>There was a unanimous decision for LCD to take over the role as Chair to the Education Standards Committee, it was agreed that would be for the short term due to personal commitments.</p> <p>It was agreed for the next Finance, HR & Premises would be re-arranged to 19th June 2023 at 1pm.</p>		
	What	Who	When
Action	Dates for the next academic year to be shared with the Board ASAP	SL/RH	ASAP
Action	For updated invites to be sent out for the Finance, HR & Premises for the new date/time - 19 th June 2023 at 1pm	SL	ASAP
Action	For the new Trustees to be invited to the next Trustee Board Meeting and for an induction to be arranged	SL/RH	13 th July 2023

AGENDA ITEM 6	CEO REPORT
Discussion:	<p>The CEO report was on GVO and taken as read.</p> <p>CW thanked NB for his concise and informative report.</p> <p>Axis received an Ofsted inspection last week. NB explained that it had been a very difficult inspection, as the inspector had viewed it as if it was a mainstream school and had stated that SEN children should receive the same education as their mainstream peers. NB had to step in as the inspector had criticised that the school didn't deliver Music and ICT within the curriculum, despite them not being mandatory subjects. After a discussion the inspector, changed his views on the Music element. Within RE the inspector expressed that there wasn't enough diversity on different religion, despite this not being on the planning until later in the Spring term. The inspector raised a concern with attendance, despite NB explaining the challenging cohort and medical needs of the children, the inspector explained that it should still be 96%. The inspector hadn't wanted to discuss the progress the children had made since joining the school. The inspection had resulted in the staff team, being deflated and disappointed.</p> <p>NB explained that the other inspector had challenged the lead inspector in some areas. NB explained that the inspector had a lack of knowledge with an SEN/AP school, and that this was the first SEN inspection that he had had completed. LCD agreed with this, following her discussions with the inspector.</p> <p>RH wanted to thank the team, on behalf of the Board, for their hard work over the very difficult and challenging inspection.</p> <p>NB confirmed that he had made two official complaints to Ofsted with regards to the inspection.</p> <p>The Chair invited any further questions to be raised.</p>



	Q: BL asked if NB and the team had the capacity to support the Wolverhampton PRU? A: NB confirmed that they did due to the postponement at Raise, HP had also reduced her work at Bolton University and NB had reduced his SIP work to accommodate the additional work that this has brought. NB confirmed that he would continue to review this. CHe went on to explain that grant has been applied for, which if successful would provide further admin support for the Head Office team.		
	What	Who	When
Action	A thank you to be written on behalf of the Board for all the hard work for the Axis team with respects to the Ofsted inspection	RH	Once the official Ofsted report was received
Action	For Governor training to take place at the Fermain in relation to Ofsted preparation	NB/RH/HP	ASAP

AGENDA ITEM 7	SAFEGUARDING & MENTAL HEALTH
Discussion:	<p>It was confirmed that the Skies report had been discussed at the Education Standards Committee on 16th March 2023. The report showed that a lot of progress had been made. LCD confirmed that all schools had started to work with the actions from the report and this has now given tools to the schools and the LSB's. RH thanked LCD on behalf of the Board for the work she had completed to assist with this area.</p> <p>It was confirmed that safeguarding link governors were now in place in all school.</p> <p>LCD thought it may be beneficial for the Trust to record the journey, as originally all schools were working on safeguarding however, not everything was being documented, staff turnover and new LSB members had had a huge impact on this. Next systems had been reviewed, then the Skies audit and a further audit which addressed Trauma Informed Support had been completed. Looking at the next steps, meetings will take place with the Head Teachers to address the support they are giving to their designated Safeguarding Leads. LCD confirmed that the Trust was now able to monitor and measure progress and have audit tools in place to capture the statutory and other elements, including relationships.</p> <p>Head Teachers were looking at Trauma Informed training, and were looking at outreach work, LCD was working with the staff to ensure safe capacity and safe outreach working.</p> <p>LCD confirmed that currently Keystones are in a different position as the Head Teacher is completing many roles including Designated Safeguarding Lead and Trauma Lead and her capacity needs to be reviewed. NB explained that he had been working with her on this area, that a new Pastoral Officer and Deputy Head are due to commence shortly which will assist with capacity. NB confirmed that there is a Designated Safeguarding Team, however they were still training.</p> <p>Q: IC asked if the Head Teacher was receiving supervisions? A: NB confirmed that he had been working with her and doesn't want her to be the Designated Safeguarding Lead, it is just a short-term option.</p>



	<p>NB confirmed that an education expert is due to visit to complete a mock Ofsted inspection at Keystone. LCD confirmed that the recent SIP visit highlighted that the school had been looking at outreach support, with SEN support. One staff member is due to complete her SENCO training and has recently completed her Senior Mental Health Lead training, LCD raised concerns that she may not have capacity for both roles. LCD also raised that she was doing SEN outreach work prior to the commencement of her SENCO training.</p> <p>NB stated that they have a qualified SENCO at each school, as well as receiving LA support from an Education Psychologist.</p> <p>Q: RH asked what the outreach work was and how did it benefit the Trust? A: LCD confirmed that it was support within the community. LCD expressed her concerns, that the staff member was completing outreach work and doesn't understand her capacity. NB confirmed that he was investigating this situation and agreed that to if completing outreach work the Trust need to ensure good quality and fully trained staff to ensure they are compliant.</p> <p>LCD made a suggestion, that a SEND audit was completed, similar to other audits throughout the schools, this was agreed by all members of the Board.</p> <p>Q: RH asked if the audit would have to be completed by a third party? A: LCD confirmed that this could be completed in house, and she would assist with this, with BL. They would also support all Trustees/LSB SEN link to look at training for the audit tools within schools.</p>		
Decision	It was agreed that an audit would be completed at each school to review SEND.		
	What	Who	When
Action	For qualifications of staff members completing outreach work to be investigated	NB	ASAP
Action	For an SEN audit tool to be drafted and for a trial audit to be completed	BL	ASAP

AGENDA ITEM 8	LINK TRUSTEES – REPORTS		
Discussion:	<p>All Trustee reports were on GVO and taken as read. WB-C explained that she had met CW to look at the HR strategy, WB-C felt that there could be a people KPI 'pack' to look at trends, training requirements ECT.</p> <p>It was raised that there were more visits taking place than the Trustee reports, and it was agreed that template reports be printed and left at reception for Trustees to complete every time they visit/meet with the school.</p> <p>RH explained that on the risk register it was indicated as green for Trustee training, however, this wasn't the position. He went on to explain that the risk register had been updated and was shared on GVO, and that an updated position of Trustee training would be available this week for review.</p>		
	What	Who	When
Action	For a meeting to take place with WB-C/NB/CH/RH/HP to discuss a report for the people strategy	WB-C	ASAP



Action	For a review to take place of the Trustee visit forms	RH/SL	ASAP
Action	For Trustees to complete visit forms each time they visit/meet with a school	All Trustees	ASAP
Action	For an update on Trustee training requirements to be shared with Trustees once available.	RH	10 th April 2023

AGENDA ITEM 9	HEALTH & SAFETY
Discussion:	<p>CHe conformed that there was nothing new to report with regards to any Health & Safety concerns.</p> <p>CHe gave an overview of the current positions:</p> <p>Cornerstone were in a leased building from Cheshire East, and the school were working hard to ensure everything was in order.</p> <p>The Mill's lease was signed off last week. CHe was looking at the plan to convert this from a shell into a school.</p> <p>Caterlink recently completed an audit on environmental health, which was positive with only minor recommendations.</p> <p>CHe invited any further questions, however no further questions were raised.</p>

AGENDA ITEM 10	REPORTS FROM COMMITTEES – Part 1 minutes
Discussion:	<ul style="list-style-type: none"> • Pay Committee – 6th February 2023 • Finance, HR and Premises Committee – 16th March 2023 • Education Standards Committee – 16th March 2023 <p>All committee reports were on GVO and taken as read.</p> <p>NB explained that the pay increase information had recently been received, this was higher than anticipated and therefore needed to be budgeted for.</p> <p>Q: RH asked who monitored the action points from the SIP and Skies audit? A: NB explained that HP managers the audits, then SIP review at the next review. HP also included this as part of the fortnightly Head Teacher visits. BL confirmed that the Governors should also review this as well.</p> <p>Q: LCD stated that the one-page SEF was really good, however with outstanding at the top, how did this reflect with staff? A: NB confirmed that he feels that the Trust would always be outstanding in their own mind, and always would look at what could be done differently. It was agreed for the wording to be amended to 'in order to maintain our outstanding ethos'</p>



	<p>Q: RH asked what support was given to the staff in the lead up to an Ofsted inspection? A: NB confirmed that there was a lot of support and that training was undertaken regarding the Ofsted framework.</p> <p>LCD wanted to note the bond and relationships between the team at the Ofsted inspection, which was positive to see.</p>		
	What	Who	When
Action	For the wording on the SEFs to be amended to show 'in order to maintain our outstanding ethos' and to ensure that all SEFs were visible on the school websites	NB	ASAP

AGENDA ITEM 11	FINANCE UPDATES
Discussion:	<p>All documents were on GVO and taken as read.</p> <p>CHe confirmed that the Trust was currently looking at a £150k in year surplus, however this would change. CHe stated that he had drafted a proposed support staff uplift and detailed the affect this would have on the budget. He went on to explain that if the Board agreed the uplifts, then the surplus would be reduced. CHe explained that all teachers were expected to receive a £1k payment within the current financial year.</p> <p>CHe confirmed that the school resource document had been submitted. CHe also explained that the Trust had secured capital funding for the solar panels.</p> <p>It was explained that the pre -opening grant for Raise, of £30k had already been received, CHe stated that the Trust has informed the DFe that they would require a large amount of this grant within this academic year, as it has been included within budgets and work has been completed for this, a decision is yet to be received.</p> <p>CHe stated that the Trust had applied for ESIF, for the with the work they are completing with the Wolverhampton PRU, and were currently awaiting the outcome. CHe had also been investigating a grant for flexible working in schools.</p> <p>With regards to the recent strikes, HP has spoken to the staff involved in order to explain that many of the elements they are striking for, don't affect them. As part of this, CHe and HP have been looking at a more flexible approach and should the grant be successful, more work will be carried out for this. This would have a huge impact for the staff and would be a huge benefit to them.</p> <p>Q: CW asked what the impact the strikes had on the schools and the children? A: NB confirmed that due to the minimal numbers, there was no impact, to the children.</p> <p>CHe has drafted a Capital Strategy to use across the schools, this is new due to not being needed prior. CHe confirmed that the plan was to ensure that work carried out, was thought through and strategically planned. Each school will have their own Capital Plan, completed by the Head Teacher alongside HP. The completed plan would then be reviewed by the LSB and then brought to the Trustees for approval.</p>



	<p>CHe stated that in the first instance the Capital Strategy will mainly affects the Fermain, due to works being required as well as a high level of reserves being held. CHe went on to explain that new school gates are required, the IT infrastructure needs further updating, Music/Hair and Beauty need some further equipment, dinning furniture needs replacing as well as other smaller areas.</p> <p>CHe proposes that once the priority list had been agreed with the Head Teacher this would then be shared on GVO for approval. CHe explained that this may show within finance that there is an in year deficient, due to the monies being used from the reserve funds.</p>
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AGENDA ITEM 12	COLLABORATION TERMS OF REFERENCE		
Discussion:	<p>RH confirmed that the new LSB Support Structure was on GVO and taken as read. RH explained that this was in line with the Trustee Strategic Plan.</p> <p>RH went on to explain that the training calendar would fall in line with the school training, upon starting each Governor would have 6 weeks to complete the training which would be monitored by IAG/Office Managers. NB explained that IAG will be completing more Governance support.</p>		
Decision	The draft LSB agenda templates were approved by all Trustees. It was agreed that the LSB Support Structure was a good working document and that it could be shared with the schools and then reviewed.		
	What	Who	When
Action	For the LSB Support Structure to be placed in Trust colours and shared with Head Teachers and LSBs.	RH/IAG	ASAP
Action	For LSB Terms of Reference to be reviewed to sit in line with the schemes of delegation	NB	ASAP
Action	For a review to take place of the LSB Support Structure	RH	Next Full Board Meeting - 13 th June 2023

AGENDA ITEM 13	LEARNED OUTCOMES
Discussion:	<p>A discussion on learned outcomes from recent appointments took place at the Education Standards meeting, 16th March 2023. NB has reviewed the recruitment systems, and the updated model has been tried within the recent recruitment rounds. It was agreed that this ensured that the values were reviewed, and diverse views were considered. The interview process focused on the key elements, SMART, and provided hyperfocus on the key aspects. An additional phase had also been added where the applicants met with the children. All members who had been part of the recent recruitment agreed that this reviewed model had really impacted the recruitment phase.</p> <p>CHe read an email from the LSB member who had been part of the interview team, thanking the team for the thorough and valuable process. RH stated that the diversity of people in the interview process had really helped.</p>



AGENDA ITEM 14	RIDGEWOOD ACADEMY HIGH SCHOOL		
Discussion:	<p>NB confirmed that he had now formally resigned from the Board. It was explained that the Trust were five weeks into the stakeholder engagement process and were looking at what impact there would be on the Trust.</p> <p>With regards to PFI, CHe has been looking at another Trust who have previously taken on a school under PFI. Q: BL asked if the Trust would take on the full amount of PFI? A: CHe confirmed that the DFe would give support to this, however this would be the net amount and therefore the Trust would have to incur the VAT. IC and CHe were still trying to obtain the PFI contract from the LA, which IC has been trying to locate for 6 years.</p> <p>IC confirmed that Ridgewood Academy High School have paid upfront for 3 years for IT services and was hopeful that the contract would pass across. Stakeholder involvement should then be able to be passed over at the next Governors meeting. NB will create an updated report to share with Trustees/Governors at the six-week point, which will fall after the Easter holidays, and confirmed that as long as there were no other issues arising from the stakeholder engagement then this could be moved forward.</p> <p>CHe confirmed that there should be funding that could be sought for a conversion expert to be taken on. It was agreed that it was a wonderful school with great children, which would certainly complement the Trust. RH was due to complete a further visit and invited other Trustees to visit as well. BL confirmed that she had visited and that it was a very friendly and welcoming school, there were no further comments to add from previous Trustee visits.</p> <p>NB confirmed that the Second Stage, was when the application is made, at this stage deep dives would take place on premises and finances, and RSC complete their documents.</p> <p>IC confirmed that he had been in talks with another school, who would also be interested in joining the Trust. It was agreed that further discussions needed to take place, and then be brought back to the Board to discuss further.</p>		
	What	Who	When
Action	For a six-week report to be shared with the Trustees in relation to Ridgewood Academy High School	NB	17 th April 2023
Action	For Brown and Jacobson to be contacted to discuss further support available from a conversion expert as Ridgewood Academy Highschool and Yes Trust both use their services.	IC	ASAP
Action	For further discussions to take place regarding the additional school who were interested in joining the Trust	IC/NB	Prior to June 2023
Action	For a further Full Board Meeting to take place to discuss the updated position	NB	June 2023



	on Ridgewood Academy High School	
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AGENDA ITEM 15	POLICIES AND PROCEDURES
Discussion:	<p>Trustees to approve the following policies:</p> <p>To note the following policies which have been reviewed and ratified by the Committees:</p> <ul style="list-style-type: none"> • E- Safety - Standards Committee - 16th March 2023 • Social media - Standards Committee - 16th March 2023 • Central Records & Vetting – Finance & HR Committee 16th March 2023 • Gifts and Hospitality – Finance & HR Committee 16th March 2023 <p>To ratify the following Trust Board policies:</p> <ul style="list-style-type: none"> • Data Protection Policy • Finance Policy & Manual • Health & Safety Policy • Parental & Family Leave
Decision	All Committee policies were noted by the Board. All Trust Board policies had been approved on GVO and were ratified by the Board.

AGENDA ITEM 16	SUCCESSSES & CELEBRATIONS
	<p>The Board wanted to note the hard work that the Axis team had undertaken at the recent Ofsted inspection.</p> <p>The Head Teacher position at the Fermain was recently filled by an internal candidate which supports 'Grow our people'.</p> <p>The outdoor education area at Axis, was now set up and being used by the children, which has added value to their education.</p> <p>The Trust has its first AV1 meaning that children can attend the setting virtually. This has impacted children significantly. Peers also understand this and really share this ethos.</p>

AGENDA ITEM 18	DATE OF NEXT MEETING/S
Discussion:	13 th July 2023 at Axis – RH to confirm

For the purpose of the minutes

CW = Clair Watson
IAG = Ilona Adu-Gyamfi

DocuSigned by:

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24-Oct-2023