



| PART 1 MINUTES<br>OF THE TRUSTEE BOARD |   |   |
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| <b>Date</b>                            | 18 <sup>th</sup> April 2024 @11am   |   |
| <b>Venue</b>                           | The Axis Academy  |   |
| <b>Present:</b>                        | Rob Halsall (RH)<br>Nic Brindle (NB)<br>Helen Davies (HD)<br>Tim Haselwood (TH)<br>Belinda Logan (BL) | Chair<br>CEO<br>Trustee<br>Trustee<br>Vice Chair  |
| <b>Apologies:</b>                      | Sharon Bradshaw (SB)<br>Lisa Carden Doorey (LCD)  | Trustee<br>Trustee  |
| <b>Absent:</b>                         |   |   |
| <b>In attendance:</b>                  | Suzanne Lloyd (SL)<br>Helen Philips (HP)<br>Chris Heptinstall (CHe)<br>Ilona Adu-Gyamfi (IAG)         | Independent Clerk to Trustees<br>Director of Education<br>Director of Business<br>Trust Office Manager/Governance Officer |

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:**

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- 2
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The meeting commenced at 11.05am

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| <b>AGENDA ITEM 1</b> | <b>WELCOME AND APOLOGIES FOR ABSENCE</b>  |
| <b>Discussion:</b>   | The Chair welcomed everyone to the meeting and accepted apologies from LCD and SB.                  |
| <b>AGENDA ITEM 2</b> | <b>DECLARATIONS OF INTEREST</b>   |
| <b>Discussion:</b>   | There were no new declarations of interest to note.   |
| <b>AGENDA ITEM 3</b> | <b>DECLARATION OF ANY OTHER BUSINESS</b>  |
| <b>Discussion:</b>   | TH asked to discuss the Fermain Deputy Head Recruitment, this was agreed to be discussed in Part 2. |



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| <b>AGENDA ITEM 4</b> | <b>OUT OF MEETING APPROVALS/CHAIRS ACTIONS</b>   |
| <b>Discussion:</b>   | <ul style="list-style-type: none"> <li>• It was noted that WB-C had resigned as a Trustees.</li> <li>• There was a unanimous decision for Mark Hayward to join the Board, on GVO.</li> </ul> |
| <b>Decision:</b>     | <b>There was unanimous approval for Mark Hayward to become a Trustee.</b>  |

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| <b>AGENDA ITEM 5</b> | <b>PART ONE MINUTES OF THE LAST MEETING 16<sup>th</sup> FEBRUARY 2024 and REVIEW OF THE ACTION LOG</b>  |
| <b>Discussion:</b>   | <p>Trustees reviewed the minutes from the meetings dated 16<sup>th</sup> February 2024 and confirmed that these were a true and accurate record.</p> <p>Trustees confirmed the following actions:</p> <ul style="list-style-type: none"> <li>• For the Boards overall scheme of delegation to be reviewed and discussed in full <b>18/04/2024 - Completed</b> – Each committee has discussed its own ToFR, it is also on the agenda to be discussed today</li> <li>• For all committees to review their ToFR in preparation for the review of the Scheme of Delegation- <b>18/04/2024 - Completed</b> – Each committee has discussed its own ToFR, it is also on the agenda to be discussed today</li> <li>• For Head Teacher pay to be discussed and approved - <b>18/04/2024 - Completed</b> – On the agenda to be discussed today</li> <li>• For the Risk Register to be updated to confirm more details in relating to the scores/titles - <b>18/04/2024 - Completed</b> – On the agenda to be discussed today. RH and TH have met to discuss, along with NB and CHe.</li> <li>• For a review of all the risks on the Risk Register to take place, to identify current risks and for the removal of non-current risks <b>18/04/2024 - Completed</b> – On the agenda to be discussed today. RH and TH have met to discuss, along with NB and CHe.</li> <li>• For all Trustees to visit their schools within the next term and for visit reports to be completed and emailed to IAG <b>18/04/2024 – Ongoing</b> –Visit reports still to be completed by the Trustees</li> <li>• For the LSB induction pack to be updated to reflect the LSB training package, to confirm the training which must be completed and what else was on offer, and to be brought back to the Full Board for approval - <b>18/04/2024 – Ongoing</b> – RH/IAG were still working on this</li> <li>• For all Trustees to send details of additional training to IAG to be logged on GVO - <b>18/04/2024 - Completed</b></li> <li>• For the Trustees to review the induction process and provide feedback to CHe. (The induction process is in the employee handbook) - <b>18/04/2024 - Completed</b></li> <li>• For Trustees to confirm that the induction process was being followed via Trustee visits, with new employees as well as documented on the Every system <b>18/04/2024 – Completed</b></li> <li>• For the School Resource Management Self-Assessment to be placed on the agenda to be discussed in preparation to be completed for 2023/24 - <b>18/04/2024 – Ongoing</b></li> <li>• For Judicium to be signed for the new DPO service for 2024 - <b>18/04/2024 – Completed</b></li> </ul> |



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|  | <ul style="list-style-type: none"> <li>• For a process to be drafted to confirm details for Governors/Trustees completing paid for work - <b>18/04/2024 - Completed</b> – NB confirmed that this wouldn't now happen until further notice. NB has informed the LSB's of the same.</li> <li>• For the 3 Year Strategic Plan to be emailed to the Trustees for review and comments to be added - <b>18/04/2024 – Completed</b></li> <li>• For the 3 Year Strategic Plan to be presented by NB/Directors to the Trustees - <b>18/04/2024 - Completed</b> – On the agenda to be discussed today.</li> <li>• For a quote to be requested from CST for Anne Cassey to complete the PM again for 23/24 - <b>18/04/2024 – Completed</b> - Due to the costs, it was agreed that the Trustees would undertake this role. It was agreed with the new KPI dashboard this would give information to support NB's objectives.</li> <li>• For a Trustee job specification to be drafted - <b>18/04/2024 – Ongoing</b> – RH was currently working on this</li> <li>• At the next Chairs meeting a process for additional Governor training to be confirmed <b>18/04/2024 – Ongoing</b> – RH has met everyone individually and was in the process of arranging a further date for a meeting. RH was due to attend all LSB's this term</li> </ul> |
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| AGENDA ITEM 6      | CEO REPORT  |
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| <b>Discussion:</b> | <p>The CEO report was shared on GVO and taken as read. NB discussed the key areas:</p> <ul style="list-style-type: none"> <li>• 2 new Freeschools awarded.</li> <li>• Overall, Trust attendance was over 84%, NB confirmed that the aspiration was to reach 90%, this was to assist pupils gaining their full potential. National average for SEND schools was 82%. RH had congratulated Cornerstone on their attendance on behalf of the Board. Attendance at Fermain ended on higher attendance at the end of the term, following the realignment of roles and responsibilities. All sites apart from Cornerstone now have attendance officers in place.</li> <li>• Still awaiting decisions for Lawnswood, hopefully a decision would be made in May 2024. CHe noted that the LA were still not wanting to complete cladding for the whole of the school and would only be willing to complete part of the cladding. CHe was still working on this under health and safety grounds. NB confirmed that a decision for the full cladding couldn't be made due to requiring further investigation, however confirmed that a detailed survey had now been commissioned. It was agreed that it would soon reach the point in which the Trust would have to step away should a decision not be in place at this time. NB confirmed that the Trust could look at alternatives at this point. NB confirmed that grant money had been received for the conversion, therefore some background work had been taking place, encase the decision was to move forward. This included some HR work, work on attendance, and rebranding.</li> <li>• NB confirmed that he was looking at the pay bands for the recruitment in the leadership roles and had considered adding two points to the top of each pay band within senior roles. This would help attract additional more skilled candidates. This would increase the top band by £3.5K, which would give additional moveability for the role. This would change the budget for this year. The Trustees agreed that this would assist with recruitment as well as retention. It was agreed that this wouldn't include Deputy Head</li> </ul> |



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|                         | <p>Teachers and Assistant Head Teachers. This was due to the number of applicants and internal recruitment within these roles.</p> <ul style="list-style-type: none"> <li>• TCAF funding had recently been received.</li> <li>• All KPI's were being met apart from at the Fermain, to be discussed within Part 2. Engagement, behaviour of learners as well as teaching and learning, had improved recently, however there was still a lot of work to do.</li> <li>• Wider school improvement – SIP had been visiting the schools and had also been working with the LSB Chairs, which had worked well. A central digital strategy needed to be reviewed in the future, which was a recommendation from the SIP, and was part of the progression plan</li> <li>• The Shropshire Outreach support being led from Cornerstone had been doing really well. NB confirmed that they don't have an office, but complete outreach work where required, this was having a huge impact on the children, with over 100 referrals received within the term</li> <li>• PE had been completing some school improvement work, as well as some DFE work in Stoke, which was now complete, around the inclusion strategy.</li> <li>• NB noted that there had been, quite a bit of internal movement in roles as well as some additional recruitment, in which there were some strong candidates appointed.</li> <li>• NB confirmed that he had been working with Cheshire East as part of a lobbying group, looking at 6 key education strategies including inclusion, finance, AI, MAT and school partnerships. This would be a 12-18 month research project prior to new policy creation.</li> <li>• NB had visited a new site as a potential for Cornerstone, which was a current adult SEN learning unit. This was such a good opportunity and NB was currently in discussions regarding this. NB wasn't sure, if the Trust were to be successful, if it would be an additional site or would be a replacement site, this would be decided on costs.</li> <li>• NB confirmed that they had applied for 3 Freeschools, knowing that there was the capacity within the team to complete this, no special schools were bid on within this round, due to the invites to the 3 Freeschools. Cheshire East didn't appoint any Trusts for the special schools, it was agreed that these would be now amalgamated to a potential new school. A discussion took place as to if the Trust should bid on this, to which it was agreed for the Trust to place a bid.</li> </ul> <p>There were no further questions raised.</p> |
| <p><b>Decision:</b></p> | <p><b>There was a unanimous decision by the Trustees, to increase the top pay bands, for Head Teachers and Senior Management roles, not including Deputy Head Teachers and Assistant Head Teachers roles.</b></p> <p><b>There was a unanimous decision by the Trustees, to bid on the potential new special school.</b></p>   |

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| <p><b>AGENDA ITEM 7</b></p> | <p><b>STRATEGIC PLAN</b></p>  |
| <p><b>Discussion:</b></p>   | <p>To receive the 3-year strategic plan from CEO and Directors The plans were on GVO and taken as read.</p> |



NB confirmed that there wasn't a Safeguarding and Wellbeing plan, due to there being so many audits and reviews currently taking place, therefore the next stages for this would take place after the results from the audit had been received.

**Director of Education:**

HP confirmed that at Cornerstone, the attendance was fantastic, and all of the learners are engaging. Everything in schools need to revolve around the constructional core, with lessons, and learning, adapted correctly to involve all children. HP confirmed that they were consistently practicing this across all of the schools. HP explained that Prospective was the school improvement tool used, and it was crucial that all schools use this correctly and that all schools were engaging in this. HP went on to explain that this covered everything within the school development plan and the SEFS, as well as produces evidence for Professional Development Meetings. BL explained that the LSB's used the reports from this which were beneficial. HP confirmed that this system was only as good as the people using it and the staff needed ongoing training on this. **Q:** RH asked if Prospectus was used at Ridgewood? **A:** HP confirmed that yes, they had taken it on from the Yes Trust and found it really helpful.

HP confirmed that all Performance Management targets were on Prospectus, with SMART targets, and that the RAG rating showed where everyone was at. HP confirmed that she would share this once all the data was present. HP confirmed that this really clearly highlighted where staff were at and where support was required. This would be used to create subject specific mini action plans. It was agreed that this would reduce workload, and be able to give full information, as well as evidence to be used within reviews. **Q:** TH asked if it was being used at the Fermain? **A:** HP confirmed that yes it was, all schools were using it. They were all getting used it, it and therefore the next steps within the training can be focused on. NB confirmed that they were starting to try and de-embed old systems so that the new systems and processors, could be fully used. HP confirmed that all the data from lesson observations, and learning walks were part of the Performance Management targets for the Head Teachers. HP would start logging her visits to the schools, on Prospectus as well, to provide further evidence ensuring that all data was up to date and relevant. This system would ensure that all information/evidence was in one place rather than being across different systems. HP wanted the Head Teachers to start using the data, to highlight trends, in order for support to them be put in place to prevent any issues occurring. HP confirmed that there may be some overlap with Governor visits and Every, but this was being reviewed.

HP invited any questions; there were no further questions raised.

**Coaching Analysis** – HP explained that Keystone were slightly behind the other schools, but HP was looking at coaching models across all schools. HP was working with them, to ensure that all new staff were linked to a coaching triad, and that they understood the knowledge. HP went on to explain that she was looking at what strategies were working (Leaders in Learning) and measuring the impact from this. This would be reviewed across all schools and should things be having a better impact at one school than another, this would be reviewed. This would lead to consistency across the Trust.

**Instructional Core** – HP confirmed that there were some new leaders in place, and there was a Heads Strategy Day to be undertaken, to allow the new leaders time to learn and discuss



teaching and learning. The main purpose of this was to put learning at the heart of everything.  
**Q:** BL asked if this was just the Head Teachers? **A:** HP said that yes at the moment, but this would be added to in the future.

NB confirmed that on completing a review on recruitment, the concerns were raised when the Head Teachers had focused too much on behaviour not on focusing on teaching and learning.

HP confirmed that they want to move forward to a place where behaviour wasn't discussed, unless it related to behaviour in learning, as if learners were engaged, behaviour would follow.

**Master Classes** – Master classes would take place across the schools as well as across the Trust, allowing peer on peer training. HP would identify the key staff, with key skills to share across the Trust, with both new staff and other staff who may need additional support. The Trustees felt that this would be well received by the staff, and that staff would feel honoured to lead the training. This was called the carousel, and would be rolled out across the Trust

**Careers Strategy** – HP confirmed that she had met with SB, they currently didn't have a Trust Careers strategy, and therefore this was being reviewed. Axis has the Careers pledge, and they were wanting this to be completed across the Trust. HP confirmed that this would be discussed in more detail at the next meeting when SB was present. NB confirmed that there was a focus at the moment for preparing SEN for adulthood, and they were working on this. NB confirmed that there was a lot of work currently in place, which was shown by the Neet figures, however he wanted to see a golden thread through this. HP confirmed that she wanted the skills and knowledge to be in place from the younger years all the way through and wanted it to be addressed as Future Inspirations

**Trauma Informed and Mental Health Response** – HP confirmed that all staff have been Trauma Informed trained, and that the new staff were in the process of receiving training. HP confirmed that all schools have Trauma Informed Practitioners, with nurture classes, this was now renamed as transitional classes, as all children receive the nurture support. HP was in the process of completing an audit to ensure that all positions were in place, should any staff move into different positions. NB noted that the lady from Shropshire Council visited yesterday and said that it was the best Trust ever visited, very inclusive, good conversations with the children. The Trustees reiterated this. It was discussed that it wasn't just about the interactions with the children, but also parents and visitors.

**Q:** BL asked how AW was settling in? **A:** HP confirmed that he was doing really well, and that there had been some amazing feedback from the Head Teachers. He had already gained the respect of the staff and children.

**Director of Business:**

**Working Resourcefully:**

**Systems and Processors** – CHE explained that Keystone was in a new building, first year to embed systems, CHE was in the process of embedding Every as well as the H&S systems.



Further development for CHe, was to ensure the finance systems and processors were fit for the demand of the future. The new systems allowed for new schools as well as converted schools to join. **Q:** BL asked if there was a time delay, should existing systems be in place? **A:** CHe confirmed that, no, that the Yes Trust Finance systems have to be used from day one, however the H&S, Every and Arbour systems could come on once previous contracts end. Payroll would run a shadow payroll on the first month to make sure there were no issues, then would move across to the Yes Trust Payroll system. CHe confirmed that the growth of the central team over the last couple of months had been greatly beneficial.

CHe explained that the Head Teachers were relatively inexperienced, with regards to budgeting, therefore he meets with them to look at staffing to ensure that proposals fit not just with the budget, but also for pupil numbers and the curriculum. CHe confirmed that he was involved in all decision making to review all posts/positions so that discussions could be taken place prior to new recruitment. As part of this he links with HP with regards to Growing Our People.

CHe confirmed that he had been looking at reducing operational costs, which had been the reason for the solar panel project. Looking at strategic management of funds, CHe had been encouraging the schools to spend money for the best interest of the children, as long as it's line with the strategic plan of the school rather than reactionary spending.

NB confirmed that there may be a new position for a bid writer, which would help with accessing grants, which would be beneficial.

CHe explained that he wanted plans in place to look at future spends, which would include additional spends not just budgeted spend, so that usage of the reserves could be planned, or grant applications could be applied for.

NB said that in the future they may look at a Trust project, to use any additional funds, which could then be used for a larger project.

CHe explained that this also tied into World Changing Education, ensuring that the schools had the best equipment for each department, to ensure that the children have the best outcomes.

**Asset Management Planning** – CHe confirmed that he had been previously agreed that a condition survey would be commissioned this year at the Fermain, when it would be 8 years old. This would assist with budgets moving forward. CHe confirmed that that all schools moving forward would have conditions surveys at 8 years. CHe next steps were to review timescales and length of use for all areas, which would then be linked into the budget.

**Q:** TH asked if there were still discussions about an Estate Manager role **A:** CHe explained that now LP was involved, she would be taking over some day-to-day roles that then released CHe to look at other areas, so that CHe could continue with this role for the moment. **Q:** TH said that the Board needed to assess, at what stage these additional roles would be required. **A:** RH confirmed that the TCAF funding has been used to cover the additional costs of the central team, and that once further schools were brought on then further increases could be assessed. CHe confirmed that they hadn't received the full amount of TCAF funding, however the amount received would assist.



**Growing Our People** – CHe confirmed that he had worked on this area with CW and HP. From CHe side he has been looking at the processors. He went on to explain that the, Every system, was the new system which covered safer recruitment, contracts, pay, staff expenses, single central record, absences and recruitment, meaning that Arbour wouldn't need to be used as much. Within the recruitment section, the recruitment status can be reviewed and there was a talent pool with potential candidates' details. CHe also confirmed that the system integrates to websites, including the DFE websites, meaning that the processors were streamlined. NB confirmed that this was worked really well as applicants don't have to reapply for multiple positions, which has streamlined the process, making it easier for applicants to apply.

CHe confirmed that it highlights when DBS checks are required, as well as if there are any concerns highlighted, and can be used as a whole Trust overview. CHe confirmed that you can pull out the data in spreadsheet format and should prove to be a huge positive in an Ofsted inspection. CHe explained that Every would prevent things from falling through the gaps, such as return to works, DBS's, and probationary reviews. It was agreed that it was a really good helpful system.

CHe confirmed that JC's new role, would be to complete the admin elements of the system, to ensure that all tasks were completed. CHe confirmed that there would be a compliance app, and that all staff have log in's so that they can submit their own details such as expenses. CHe confirmed that there was a module for training, meaning that all mandatory training could be linked, however a lot of work has been put in place for the staff to use EduCare. Therefore, CHe thoughts would be to use Every to address training that wasn't covered in EduCare, and to continue with EduCare for the majority of training. NB confirmed that until the new systems were embedded with all the staff, they wouldn't move away from Educare, and as of yet Every training has some vital elements missing that were covered in Educare.

Moving forward, CHe would be reviewing flexible working, working on KPI's, staff rewards/perks/staff wellbeing, as well as working on Tupe processors.

CHe invited any further questions, none were raised.

#### **CEO:**

NB explained that his role was to identify growth, identify how schools work together and were supporting each other, and establishing connections. He went on to explain that one key aspect of this was to manage the internal growth, whilst maintaining the culture and ethos of the Trust.

NB explained that LL would be assisting with the new Freeschool projects, and that he would update the plan once dates became available for the new Freeschools.

NB confirmed that schools were dropping in numbers in mainstream however the reverse was happening in SEN schools. NB explained that when looking at additional places within the schools, a review would need to take place to ensure that the quality on offer was maintained.

NB went on to explain that the plan was to expand Cornerstone, as well as gain further support on offer through Shropshire, as this was currently just a 12-month project.

At the Fermain, the current focus was on resetting roles and responsibilities within SLT, with a secondment for DS taking place. NB explained that DS was a very good leader with excellent





people skills which would really assist at the Fermain. NB has now set a minimum weekly occupancy rate at 85% at the skills centre, NB wants this to be part of the curriculum not just an addition. He has been working around school refusers, and children who are home tutored, upskilling teams to identify school refusers early. NB confirmed that he was also looking at longer term expansion for the premises.

Raise was due to open in September 2024, with recruitment underway. It was confirmed that what we expect from raise in Y1 would be different to those in Y3 and the Trust other schools. NB was working with HP to address the goals for this phase, to ensure that they were clearly identified.

AW has been working on social media, to develop the public profile, and school policies were being addressed and streamlined. NB wants to address the future growth of school leaders and to identify a path for these people. Looking at not just how to run a school but to be inspirational leaders, able to work within their capacity and be able to prioritise. NB confirmed that he was looking at case study work, as well as recruitment analysis to review this.

NB confirmed that he was currently looking at where each school was, and looking at school improvement methodology, as well as looking at KPIs in phased growth. CHe suggested that a review on the schemes of delegation take place to state that, dependant on the school status, the delegation would differ. As if the school was inadequate then then Head Teacher responsibilities would be passed back to the Senior Leadership Team.

NB confirmed that he was in the process of creating a dashboard, to give contextualised values to current and historic elements, to give an overarching score, showing the trauma that a child was and had been suffering. This would allow reviews to take place, on the cohort as well as individual children. This means that more context could be given, allowing for further evidence to support the children and their progress.

The Trustees thanked the Directors and the CEO for the strategic plans, and the synergy that was shown across all areas.

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| <b>Action</b> | HP confirmed that she would do some further training for the LSBs, it was agreed that these could take place on upskilling days throughout the year. | HP  | ASAP |
| <b>Action</b> | For HP to share all schools current Performance Management interim targets and positions.  | HP  | ASAP |

| <b>AGENDA ITEM 8</b> | <b>INTERNAL AUDIT &amp; RISK REGISTER</b>                    |       |                           |
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| <b>Decision</b>      | It was agreed for this item to be moved to the next meeting. |       |                           |
|                      | What   | Who   | When                      |
| <b>Action</b>        | For a review of the risk register to be placed on the        | RH/SL | 16 <sup>th</sup> May 2024 |



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|  | next Trust Board meeting agenda |  |
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| <b>AGENDA ITEM 9</b> | <b>LINK TRUSTEES – REPORTS</b> |
| <b>Discussion:</b>   | There was nothing new to note. |

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| <b>AGENDA ITEM 10</b> | <b>ACTIONS FROM COMMITTEES</b>   |
| <b>Discussion:</b>    | <p>To review the following actions from the Committee meetings:</p> <ul style="list-style-type: none"> <li>• Education Standards Committee – 18<sup>th</sup> March 2024</li> <li>• Finance, HR &amp; Premises Committee – 18<sup>th</sup> March 2024– To request for additional Trustees to join the Finance, HR &amp; Premises Committee following WB-C stepping down</li> <li>• Pay Committee – 11<sup>th</sup> March 2024 <ul style="list-style-type: none"> <li>○ Action from Pay Committee 2<sup>nd</sup> October 2023 – To discuss what is required of the LSB and the process for Pay reviews.</li> <li>○ Action from Pay Committee 11<sup>th</sup> March 2024 – To request for additional Trustees to join the Pay Committee following WB-C stepping down</li> </ul> </li> </ul> <p>RH confirmed that he had been reviewing Trustee recruitment and additional Trustees would be considered.</p> |
| <b>Decision:</b>      | <b>It was noted that HD was to join the Pay Committee and that MH was to join the Educational Standards Committee.</b>   |

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| <b>AGENDA ITEM 11</b> | <b>TRUSTEE RECRUITMENT</b>   |
| <b>Discussion:</b>    | <p>RH noted that this year there needed to be three further Trustees to be added to the Board, with an additional three for the year after. This would assist the Board with the proposed growth of the Trust.</p> <p>RH confirmed that there had been a budget in place for Trustee recruitment, RH and IAG have been reviewing a new recruitment pack. RH confirmed that he would be looking at social media, recruitment agencies, LSB members, car park banners, as well as LinkedIn. It was agreed that if the number of followers on LinkedIn increased this would be a great place to recruit.</p> <p>RH went on to confirm that the Board needed to be more diverse, to reflect the communities that the schools were in, as well as addressing the required skills of, HR, Legal, Audit.</p> <p>RH confirmed that the Board also needed to consider locality of new Trustees, due to the growing Trust.</p> <p>IAG confirmed that the Board should be representative of Diversity, and asked the Trustees if the Diversity tool could be used to identify the current position of the Board, IAG went on to confirm that, other Trusts weren't very susceptible to this, however she advised this was</p> |



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|  | <p>something to look at within the future. A discussion took place around the Diversity of the Board and the skills that were required.</p> <p><b>Q:</b> HD asked where Trustee positions were currently advertised? <b>Q:</b> CHe confirmed that it was currently on LinkedIn. HD confirmed that CV library would allow for some free adverts should the Trust be interested.</p> |
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BL left the meeting

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| <b>AGENDA ITEM 12</b> | <b>KPI DASHBOARD</b>   |                 |             |
| <b>Discussion:</b>    | <p>NB shared the KPI dashboard with the Trustees to review after the meeting. NB explained that some items held a score, such as a Yes or No and some were figures. NB asked the Trustees to review this and provide their thoughts.</p> <p>RH confirmed that the KPI dashboard would allow for data reports to be produced for the Trustee meetings and asked for the Trustees to also review the report.</p> |                 |             |
|                       | <b>What</b>  | <b>Who</b>      | <b>When</b> |
| <b>Action</b>         | For the KPI dashboard and reports to be reviewed, included figures/targets and if the Trustees were happy to move forward with this information, all comments to be passed to NB.  | All Trustees/NB | ASAP        |

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| <b>AGENDA ITEM 13</b> | <b>EMPLOYEE BENEFITS/PERKS</b>  |            |  |
| <b>Discussion:</b>    | <p>It was explained that JC had created a document for staff to show what was currently in place, in addition Head Teachers have been given permission to give additional gifts/perks to employees.</p> <p>NB explained that the Senior Leadership Team Conference was due to take place on 13<sup>th</sup> July 2024 9am-2pm, at which the strategy and the next steps would be discussed. This can then be cascaded to other staff members. NB explained that he would also be discussing the additional leave days, as well as the flexible working proposal. Trustees were invited to attend.</p> |            |  |
|                       | <b>What</b>   | <b>Who</b> | <b>When</b>  |
| <b>Action</b>         | For the overall budget/breakdown for the new perks package to be shared with the HR, Finance and Premises Committee in preparation for the Summer Full Board  | NB         | Prior to the HR, Finance and Premises Committee 27 <sup>th</sup> June 2024 |

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| <b>AGENDA ITEM 14</b> | <b>SAFEGUARDING &amp; MENTAL HEALTH</b>     |  |  |
| <b>Discussion:</b>    | There was nothing to note within this item. |  |  |



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| <b>AGENDA ITEM 15</b> | <b>FINANCIAL UPDATES</b>  |
| <b>Discussion:</b>    | CHe confirmed that financial updates had been given at the HR, Finance and Premises Committee. CHe explained that Axis would now be looking at a budget surplus this year due to staffing changes, Fermain would be reduced but would still be reporting a surplus due to staffing. There was currently an overall in year surplus across the Trust. CHe noted that the TCAF funding had been received. CHe confirmed that there had been a budget meeting this week with the Head Teachers, and the Capital Improvement Plans would be reviewed at the next HR, Finance and Premises Committee |

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| <b>AGENDA ITEM 16</b> | <b>HEALTH &amp; SAFETY</b>  |
| <b>Discussion:</b>    | CHe confirmed that audits were currently in place which would be discussed with the HR, Finance and Premises Committee. |

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| <b>AGENDA ITEM 17</b> | <b>GDPR</b>  |
| <b>Discussion:</b>    | CHe confirmed that the Trust were now using Judisium. He explained that there was a new reporting system and that some items had been logged, such as an access request, and a scam email that was clicked but not linked through. |

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| <b>AGENDA ITEM 18</b> | <b>WEBSITE COMPLIANCE</b>  |
| <b>Discussion:</b>    | <p>IAG confirmed that she regularly audits the websites, nothing currently compromises the governance/compliance, there were just a few items that IAG was in the process of updating.</p> <p>IAG was currently working with a company to update the Trust website.</p> <p>IAG/CHe explained that they have been looking at different options moving forward for website compliance.</p> <p>HP thanked IAG for the work she had completed on the websites, there was a lot of hard work completed.</p> <p>HD confirmed that there were systems that all interlink, which may assist. A discussion took place as to how this would work and what would still have to be manually completed.</p> |

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| <b>AGENDA ITEM 19</b> | <b>POLICIES AND PROCEDURES</b>   |
| <b>Discussion:</b>    | <p>The following policies were noted, following approval at the Committees:</p> <ul style="list-style-type: none"> <li>• E- Safety - Standards Committee - 18<sup>th</sup> March 2024</li> <li>• Social media - Standards Committee - 18<sup>th</sup> March 2024</li> <li>• Central Records &amp; Vetting – Finance &amp; HR Committee - 18<sup>th</sup> March 2024</li> <li>• Gifts and Hospitality – Finance &amp; HR Committee - 18<sup>th</sup> March 2024</li> </ul> <p>The following Trust policies were noted and ratified:</p> |




|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Data Protection Policy</li> <li>• Finance Policy &amp; Manual</li> <li>• Health &amp; Safety Policy</li> <li>• Parental &amp; Family Leave</li> </ul> <p>It was confirmed that the CCTV policy had been reviewed with CHe and IAG as well as Judisium, and therefore this was redrafted and put in for policy review. It noted that this policy had been ratified by the Trustees.</p> <p>RH noted that the Trustees need to be reviewing and approving policies on GVO to assist with the policy review process.</p> |
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| AGENDA ITEM 20 | SUCCESSSES & CELEBRATIONS   |
|----------------|---|
|                | <ul style="list-style-type: none"> <li>• RH passed on thanks from the Members following the AGM, for the work of the Trust and the Board. The Members have been very complimentary of the schools and the Trust</li> <li>• RH has thanked DS, and the team at Cornerstone, for the success, attendance, and engagement of the learners.</li> <li>• It was noted that there had been many recent successful recruitments both external and internal</li> </ul> |

| AGENDA ITEM 21     | DATE OF NEXT MEETING/S  |
|--------------------|---|
| <b>Discussion:</b> | <ul style="list-style-type: none"> <li>• 18<sup>th</sup> July 2024 @ 11am – Raise</li> </ul> <p>Additional Meetings:</p> <ul style="list-style-type: none"> <li>• 16<sup>th</sup> May 2024 – Head Office</li> </ul> |

For the purposes of these minutes:

JC - Jayne Crouch (HR and Payroll Administrator)  
 AW - Andy Wakefield (Assistant Director of Education)  
 LL - Lorna Lockhart (Trust Projects Manager)  
 DS – Damian Sweeny (Cornerstone Head Teacher)  
 PE – Paul Eager (Axis Head Teacher)  
 LP - Linda Povey (Finance Manager)

DocuSigned by:  
  
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29-May-2024