



**COMMUNITY INCLUSIVE TRUST BOARD MEETING**  
**MINUTES OF THE MEETING 15<sup>th</sup> DECEMBER 2021 At 6:00pm – POPLAR FARM PRIMARY, GRANTHAM**

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Attendees	Stephen Hopkins – Chairman Paul Boucher – Member Isabel Burford – Member Lucy McClements – Vice Chair (via Teams) Kathleen Weekes – Trustee (via Teams) Rachael Sharpe – Trustee (via Teams) Kate Goodman – Trustee (via Teams) Sue Maycock- Trustee (via Teams) Kate Rouse – Trustee (due to work commitments joined the meeting at 6:30pm via Teams) Helen Drew-Bradley - Trustee (via Teams) Julia Lindley-Baker – Trustee (via Teams) Bryan Steele – Trustee (via Teams) Peter Bell – CEO (via Teams) Daran Bland – DoGO (via Teams) Jo Slesser – Observer (via Teams) Ana Hendrickson – Clerk to the Trust Board (Minutes)
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**1. WELCOME AND CHECK IN**

The Chair welcomed everyone to the meeting.  
For the benefit of all present introduction of the CIT Members and the new Trustee took place.

**2. APOLOGIES FOR ABSENCE**

Kim Adele-Platts – Trustee – Illness.  
Apologies accepted. Quorum met.

**3. DECLARATION OF INTERESTS**

None for this meeting.

**4. CHAIR'S OPENING REMARKS**

The Chair thanked everyone for their attendance and stated that focus would be given to item 10 of this agenda - Criteria to determine TB position regarding increasing the number of schools in the trust – follow up from October Board meeting. The Chair mentioned that attendance of the CIT Members to this meeting, is in the capacity of 'Observers'. This is an opportunity for CIT Members to see the work of the Board of Trustees.

**5. MINUTES OF LAST MEETING**

The minutes were approved as a true and accurate record.

**6. ACTION TRACKER**

2021-2022 Action Log Trust Board was made available on the OnBoard portal for information prior to this meeting.  
Document noted as read.

The Chair mentioned plans are in place for all action points rag rated Amber and requested for action point 23 to be rag rated Green.

Trustees were directed to action point 27 - Trustee Code of Conduct – as a reminder for Trustees to cast their vote as means of confirmation of reading and understanding their Role Description and Code of Conduct.

## 7. REPORTS FROM COMMITTEES

In the absence of the HR Committee Chair, the Chair to TB stated that there will be no report from this committee for this period. The committee meeting originally scheduled for November 10<sup>th</sup> has been postponed to January 4<sup>th</sup>.

The Chair to TB added that a verbal update from the ES&SG Committee will be provided at the January 19<sup>th</sup> meeting.

**FA&E** – The Chair of this committee confirmed the recommendation, from committee members, to approve the Trust's Annual Accounts and Report.

Internal Audit, GDPR and Data Privacy and Governance were items discussed at the last meeting.

From the Estates perspective, schools' condition surveys are now complete. Currently prioritising works to be carried out.

L.A Funding is now a standing agenda item on all meetings. Context was given around funding in different counties, SEN funding in Lincolnshire, pupil banding proposals, number of pupil applications, pupil places available in schools and future budget implications. Trustees were assured that the FA&E Committee will continue monitoring these matters, the Board will be kept informed.

## 8. ANNUAL REPORT AND ACCOUNTS – AS PRESENTED AT THE AGM – FOR FORMAL ADOPTION BY THE BOARD

CIT Final Accounts 2021 and CIT Final Report to Management 2021 were made available on the OnBoard portal prior to this meeting.

The Chair to TB stated the requirement for the Board to resolve to adopt the final accounts. The above documents have been scrutinised by the FA&E Committee.

The Chair of the FA&E Committee added that committee members were content with the CIT Final Accounts 2021 and the CIT Report to Management 2021. The Auditors were very positive and praised the work of the Trust.

Two minor audit points were highlighted, which were of very low risk and of no concern. Changes to some of the wording were requested to the auditors. The Clerk to TB confirmed the requested changes had been made.

Trustees praised the hard work of the CFO and all CIT Finance teams; which is reflected in the outcome of the Internal Audit. At this point in the meeting Trustees resolved to adopt the CIT Final Accounts 2021 and CIT Final Report to Management 2021.

The Chair to TB stated that Finances in relation to Multi Academy Trusts are very complex hence the scrutiny and challenge from the high calibre FA&E Committee members. He re-iterated the importance for each and every Trustee to have a sense and oversight of all financial matters. The Chair encouraged new Trustees to peruse the CIT Final Accounts 2021 and highlighted the following points:

- Pages 3 – 27 – describe the work of the Trust Board
- Page 49 – explains the origin of the Trust's Income
- Pages 52 – 56 – refer to the Trust's Expenditure
- Page 57 – details Staffing Costs
- Page 58 – details charges for Central Services
- Pages 66 -67 – details total costs by Academy

**RESOLUTION: To adopt the CIT Final Accounts 2021 and CIT Final Report to Management 2021.**

## 9. CEO REPORT TO TB

CEO report to Trust Board Dec 2021 v2, 10210819 Greenfields Academy 139316 Final and WDL Additional Funding Requirement 15DEC2021 were made available on the OnBoard portal prior to this meeting.

The CEO provided the following updates:

- An experienced Headteacher has been appointed for WDL.
- Headteacher interviews for Bingham took place last week, these were not successful. This vacancy will be re-advertised next term. The Deputy DoE Primary will act as Headteacher until a new Headteacher is appointed.

### Standards

- The Greenfields No-Notice section 8 Ofsted inspection went extremely well.
- Woodlands Ofsted inspection did not go well. An action plan has been put in place, it has been reviewed the SEN Trustee. Further details will possibly be shared at the January 2022 TB meeting or soon after the official Ofsted report is published.

### Support Hub

- The CIT Finance Team were praised for the outstanding Internal Audit report.

### Venture

- BEA – Newly built school in Boston. It is the intention to possibly hold the next TB meeting at this school (Covid-19 infection rate dependant).
- Bingham - Work in progress, the new roof is now in-situ.
- Bowman – New school still at 'design' stage, works still on track for opening in September 2023.

- Loughborough Inclusion Project – Based in Leicestershire. CIT was requested to take on the Loughborough area of this Project in the first instance, with a view to cover the rest of the county. The purpose of this project is to educate outside of school, those pupils with no EHCP and at threat of exclusion.
- Proposal to explore becoming a Mixed MAT- Matter discussed at the AGM. The Trust has been approached by the Diocese. It has requested for consideration to be given for the Trust's AoA to be amended and for a majority of CIT Members to be approved by the Diocese. This is in order for the Diocese to allow Church schools to join our Trust. The CIT Members Group have resolved to approve for the Trust to continue to explore this proposal further.
- Teaching School Development Plan – This is an area of focus for next term.

The CEO stated that the outcome of the recent Ofsted inspection for Woodlands wasn't successful. A plan will be presented at the ES&SG Committee meeting in March 2022. This plan has been scrutinised by the DfE and will be monitored regularly by Her Majesty's Inspectors (HMI).

A proposal for a new staffing structure (additional staff) at this school was presented. The CEO confirmed that funding of up to £70,000 from Reserves will be required.

Trustees were given the opportunity to raise questions or make comments. None made.

The Chair to TB drew Trustee attention to the WDL Additional Funding Requirement 15DEC2021 document presented by the CEO and welcomed further comments.

Trustees debated at length around previous assurances and rag ratings provided for this school, staffing requirements, possible risks as a result of staff re-structuring, the timing/importance for this approval and the school's recovery plan.

The Chair to TB proposed for a 'single item' virtual TB meeting to be held at the beginning of February to discuss in full detail WDL, it's Ofsted report, recovery plan and costings.

Trustee Kate Rouse joined the meeting at 6:30pm.

Context was provided around her latest visit to WDL. She also provided assurance and indicated that she feels confident that the recovery plan and the strategy are correct and appropriate. A summary of key points, observations and areas of focus from her latest visit to Woodlands and from her review of the recovery plan for this school will be shared with all Trustees via e-mail.

She emphasised that focus is to be given to this school, lessons have been learned and welcomed the February TB meeting where full details and plans will be shared.

Trustees indicated they were content and resolved to approve the release of up to £70,000 of Reserves to finance the recruitment required within the recovery plan for Woodlands.

**ACTION: Summary of key points, observations and areas of focus from Kate Rouse's latest visit to Woodlands and from her review of the recovery plan for this school to be shared with all Trustees via e-mail.**

**RESOLUTION: to approve the release of up to £70,000 of Reserves to finance the recruitment required within the recovery plan for Woodlands.**

#### 10. CRITERIA TO DETERMINE TB POSITION RE: INCREASING THE NUMBER OF SCHOOLS IN THE TRUST – FOLLOW UP FROM OCTOBER BOARD MEETING.

The CIT Risk Appetite Grid v3 was made available on the OnBoard portal prior to this meeting.

Trustee LMc provided context around risk dimension, risk appetite and rate of growth. The format of the document was explained.

Trustee LMc encouraged Trustees to analyse this document and to provide individual views and feedback regarding content and articulation. The purpose of this document is to be a tool for discussion with meaningful outcomes. It has been aligned with the SOD and RR, with the help of the DoGO.

The Chair to TB explained that the CIT Risk Appetite Grid v3 will be an agenda item at the January 19<sup>th</sup> TB meeting where a further review of this document will take place.

The CEO stated that this document is the tool that will provide the framework that will enable him to frame conversations with the Board.

Trustees praised this excellent document, it works, it provides a shared framework for strategic conversations and focus and structure for the ELT.

Suggestions were made to take into context what is happening within the Trust environment as risk appetite varies according to a particular environment, internal or external, at a particular time.

Suggestions were made to also consider factors such as personality and reputation of the Trust, Estates area, ELT structure / capacity and opportunities such as Church of England schools (for the benefit of pupils) – for which the matrix is to be used in preparation for the January 19<sup>th</sup> meeting. It would be useful to keep a record of the initial assessment - colour coding for all risk areas - and re-visit this document to review progress.

Trustees stated that focus should also be given to systems and process. No assumptions can be made, information provided by the ELT cannot be taken as verbatim. A system and a process needs to be put in place in order for a Trustee or a group of Trustees to verify and ensure the validity and compliance of the information provided by the ELT -a direct route from the Board to operational level.

The DoGO stated that, from an executive perspective, a high-quality piece of information that allows the Board to assess and rag rate against this matrix, could be provided to Trustees.

The Chair to TB suggested for Trustee LMc to revise the CIT Risk Appetite Grid and incorporate comments from the CEO, DoGO (KPIs) and DsoE (schools' improvement journey).

**ACTION: For Trustees to overview the CIT Risk Appetite matrix and to consider other factors such as Estates area, ELT structure / capacity and opportunities such as Church of England schools. Preparation around this to take place prior to TB meeting on January 19<sup>th</sup>.**

**ACTION 1: For LMc to revise the CIT Risk Appetite Grid and incorporate comments from the CEO, DoGO (KPIs) and DsoE (schools' improvement journey).**

#### 11. THE STRUCTURE OF THE EXECUTIVE LEADERSHIP TEAM – OUTCOMES FROM REVIEW. LINKED TO STRATEGIC PRIORITY

The CEO stated that the ELT is currently under review. Proposals regarding Financial, Education and HR structures will be presented at the January 19<sup>th</sup> Trust Board meeting. Proposals regarding Safeguarding and Estates structures may not be ready for this date.

A Budget review meeting has been scheduled for January 5<sup>th</sup>.

Extremely good and positive feedback has been received regarding the Trust's Finance, HR and Estates/Governance teams. Service Level Agreements are yet to be looked at; some issues around these are due to the lack of understanding of certain roles.

Trustees indicated they were comfortable with the CEO's update.

#### 12. STAFF SETTLEMENT AGREEMENT

Resolutions Cover Sheet was made available on the OnBoard portal prior to this meeting.

The CEO provided further context around the above document. The CEO confirmed that all procedures were followed; the Trust had liaised with Occupational Health in order to assist a 'return to work', communications were maintained with the member of staff in question.

Negotiations are currently taking place with the relevant member of staff and the Union. The proposed settlement agreement is the best option for all involved.

A Trustee from the HR Committee confirmed that the proposed agreement the most sensible option and stated that she feels confident that the DoHR would have carried out relevant assessments and procedures.

A conversation took place around the terms of the proposed agreement and future implications for the Trust.

Trustees indicated they were content and resolved to approve the Settlement Agreement for Deputy Headteacher at Greenfields as per the proposed terms stated in the Resolutions Cover Sheet.

**Resolution: To approve the Settlement Agreement for the Deputy Headteacher at Greenfields as per the proposed terms stated in the Resolutions Cover Sheet.**

#### 13. PERFORMANCE MANAGEMENT OF THE CEO

The Peter Bell CEO Objectives 21 LL Amends document and Report on P Bell's CEO Performance Review Oct 21 were made available on the OnBoard portal, for information, prior to this meeting.

For the benefit of all Trustees, the Chair to TB clarified that there isn't a requirement for the CEO's Performance Management outcomes to be shared. However; it was the decision of the CEO to share these with the Board.

The Chair to TB stated that process of the CEO's Performance Management involves and extensive 360 feedback from stakeholders, revision of key areas of focus and objectives as well as input from two Trustees (members of the HR Committee) and the Chair to TB.

#### 14. REVIEW OF MEETING AND CHAIR'S CLOSING REMARKS

The Chair to TB welcomed further comments regarding this meeting.

Trustees indicated they were content with the discussions and resolutions made at this meeting.

The Chair thanked all present for their time and contributions to this meeting.

Meeting closed at 19:32pm.