



COMMUNITY INCLUSIVE TRUST

MINUTES OF THE FULL TRUST BOARD MEETING 17th OCTOBER 2022 AT WARWICK HOUSE, LONG BENNINGTON, AT 5:00PM

Attendees	Stephen Hopkins – Chairman Kate Goodman – Trustee (via TEAMS) Helen Drew-Bradley – Trustee Rachael Sharpe - Trustee (via TEAMS) Julia Lindley-Baker – Trustee (via TEAMS) Jo Slessor – Trustee Peter Bell – CEO Daran Bland – DDOG Ana Hendrickson – Company Secretary / Clerk to the Trust Board (Minutes)
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1. WELCOME AND CHECK IN

The Exec Summary Full Board Meeting 21st Sep 2022 document was made available on the OnBoard portal prior to the meeting.

The Chair welcomed everyone, thanked them for their attendance and stated that this is a delayed set up meeting. The first full Trust Board meeting was originally scheduled for the beginning of the academic year; unfortunately, due to unforeseen circumstances, it did not go ahead when planned.

The Chair to TB proceeded to explain the order of the agenda, items 1 to 8 refer to the work completed in the last academic year and items 9 to 13 refer to the work going forward.

2. APOLOGIES FOR ABSENCE

Bryan Steele – Trustee- Work Commitments

Apologies accepted. Quorum met.

Kim Adele-Platts – Trustee - No apologies sent. Received on 19.10.22 – Family emergency.

Keith Stanton – Trustee - No apologies sent. Received on 19.10.22 – Illness.

Matthew Fanthorpe – Trustee – No apologies sent.

3. DECLARATION OF INTERESTS

None.

4. MINUTES OF LAST MEETING

The DRAFT Trust Board Minutes 20th July 2022 were made available on the OnBoard portal prior to this meeting.

The minutes were approved as a true and accurate record.

5. ACTION TRACKER

The 2022-23 Action Log was made available on the OnBoard portal, for information, prior to this meeting.

The Chair to TB advised that the three action points from the 20th July 2022 meeting have been included within the 2022-23 Actions log, these are now completed.

6. LSB REPORTS - SUMMER TERM

The LSB Consolidated Report V2.0 Final version updated July 2022 and the LSB Feedback to Trust Board – ELT Responses Summer 2022 were made available on the OnBoard portal prior to this meeting.

Documents noted as read.

The Chair to TB advised that the LSB Consolidated Report is presented to the full Board of Trustees as well as to each of the Board Committees. This document was scrutinised at the ES&SG Committee meeting which took place on October 12th.

The Chair to TB noted that no report had been received from Foxfields (this LSB is in the early set up stages). Also noted were gaps around assurances linked to Ethical Leadership (further clarity is required).

The DDOG confirmed that a link to all Ethical Leadership information and guidance is embedded within the *Key Questions, Guides, Information and prompts* document, which runs alongside the LSB Assurance Schedule.

LSB Chairs are reminded and encouraged, at every LSB Chairs' Networking meetings, to refer to this section in order to provide to the Board the required assurances.

The CEO advised that two consultations with HTs have taken place around changes in the Performance Management process and Behaviours, which fit into the Ethical Leadership of the Trust.

HT consultation feedback will be an agenda item on the People Committee meeting in November 2022.

The DDOG suggested for the ELT to review the Ethical Leadership framework within the Strategic Plan (Vision, Aims, Values).

The ES&SG Committee Chair added that pupil groups performance comparison information was requested at the committee meeting on October 12th.

The Chair to TB mentioned that ELT responses to concerns expressed by LSBs, via the LSB's Consolidated report, were made available prior to this meeting.

Trustee comments were welcomed. No comments made.

Trustees praised the work of the Trust DSL around Safeguarding.

Action: For the ELT to review the Ethical Leadership framework within the Strategic Plan (Vision, Aims, Values).

7. EDUCATIONAL ACHIEVEMENT: SUMMER 2022 RESULTS

The Assessment Summary – KS2 for Trust and the Exams results for SEND pupils July 2022 documents were made available on the OnBoard portal prior to this meeting.

Documents noted as read.

The Chair to TB advised that due to the date change for this meeting, this document was scrutinised at the ES&SG Committee meeting on October 12th. It is important for all Trustees to have sight of the achievement data and not rely on its scrutiny by the ES&SG Committee.

Trustees praised all pupils for their successes, in particular pupils at St Pauls, Woodlands Academy and Linchfield.

The CEO added that Linchfield has made another significant step forward.

The Chair to TB stated that a letter of congratulations would be sent to LSB Chairs on behalf of the Trust Board.

ACTION: For the Chair to TB to issue a letter of congratulations to LSB Chairs for all pupil achievements (KS2 and exam results for SEND pupils).

8. REVIEW OF 21/22 IMPACT OF GOVERNANCE / EQUALITY OBJECTIVES

The Governance Self Evaluation CST Tool 2, Governance Development, Governance Impact Statement 2021/22 Final Version and the Equalities Objectives Year 1 Review Summary of Progress 21/22 documents were made available on the Onboard portal prior to this meeting.

The Chair to TB stated that the Governance Impact Statement document was produced in an attempt to capture the work of the Board and the impact it has made.

Trustees indicated they were content and requested for the CS/Clerk to TB to disseminate the Governance Impact Statement 2021/22 to all LSBs and for this document to be uploaded to the Trust website.

The Chair to TB mentioned that the Trust has a statutory and agreed set of Equality Objectives (EO) which are reviewed every four years; however, it is important to have a line of sight as a monitoring mechanism of the work of the Trust.

Trustees challenged the number of 'work in progress' descriptors within the 21/22 Progress Update column, in relation to pupils' access to higher standards of education, HR, Wellbeing and premises accessibility.

The CEO stated that the Equality Objectives will be incorporated to the Strategic Plan. The 'work in progress' descriptors have been given as matters are being actioned/working towards. The ELT's feedback at different Board meetings will refer to and will cross reference the Strategic Plan, Risk Register and the Equality Objectives.

The DDOG confirmed that ELT reports to the Board already include an Equality Objectives section where assurances within the report are linked to specific EO.

Trustees suggested for the descriptor wording 'work in progress' to be amended to 'ongoing' and for this document to be an appendix of the Governance Impact Statement going forward.

The Chair to TB stated that three separate self-evaluation activities took place last academic year. The last self-review was based on the CST framework, narrative comments and rag ratings were requested from all Trustees.

Responses and actions to these comments were updated earlier today following a meeting with the CEO and the DDOG. The updated Governance Development document was disseminated to all present.

A further update around progress in relation to the above-mentioned responses and actions will be provided at the next TB meeting in December. These will also be incorporated within the Strategic Plan.

Going forward, Trustee visits to schools will re-conceptualise annual conversations between LSB Chairs and their respective link Trustee, to focus on and establish how the school is working within the Trust's values and culture.

ACTION 1: For the CS/ Clerk to TB to disseminate the Governance Impact Statement 2021/22 to all LSBs and for this document to be uploaded to the Trust website.

ACTION 2: For the DDOG to amend the descriptor wording from 'work in progress' to 'ongoing' within the Equality Objectives 21/22 Progress Update column.

Action 3: For further update around progress in relation to Trustee comments, Responses and Actions within the Governance Development document to be provided at the next TB meeting in December.

ACTION 4: For the Governance Development plan to be incorporated within the Strategic Plan.

RESOLUTION: For the Governance Impact Statement 2021/22 to be shared with all LSBs and for this document to be uploaded to the Trust website.

9. CHAIR'S OVERVIEW OF THE YEAR AHEAD INCLUDING OUTPUT FROM INTERNAL EVALUATIONS AND IMPLICATIONS

The Chair shared with Trustees the key priorities for the Board

- To ensure Woodlands Academy comes out of Special Measures.
- To ensure that a strong strategy is set for the next three years.
- To continue to work on school improvement.
- To continue to improve Trust Governance, with the assistance of an external review of governance.
- To survive the difficult financial pressures of Trusts and schools and within this environment thrive in terms of quality and growth.

The Chair to TB praised the ES&SG Committee Chair for the good governance, scrutiny and challenge at the October 12th committee meeting. This was also seconded by the CEO on behalf of the ELT.

Trustee comments and input in relation to the above key priorities were welcomed.

An in-depth discussion took place around school/educational improvement, resourcing, general and Safeguarding Health Checks (internal/external) as monitoring mechanisms, Trust growth, CIT as the employer of choice, future recruitment, staff vacancies (particularly at Greenfields Academy), and HR strategy.

At this point in the meeting, Trustee Rachael Sharpe declared an interest: a 2021-22 PGCE student has gained a post at a CIT school.

Trustees noted that, as a priority for the next twelve months, focus should be given to the wellbeing of our people, TA recruitment, investment/ development and for CIT to become the employer of choice.

The CEO provided context around the ELT's weekly schools' oversight and monitoring activities, SLAs and the ELT responses to Trustees' visits to schools' report.

The Chair to TB clarified that all school information, to include the latest IDSRs, can be found in the Schools folder on the OnBoard portal.

10. GOVERNANCE OF RISK

The Chair to TB stated that the Strategic Plan has been aligned in order to commence in January. The Risk Register will also be reviewed in January 2023. It is important that both documents align.

The role of the Trust Board is to establish if the risks identified by the ELT are all of the key risks; and for these to be scrutinised at Trust Board level.

At Board Committee level, to establish if the mitigations to the risks pertinent to each committee are adequate or if further changes are required. 'Risk' will be an agenda item at each committee meeting, Risk reporting will be done via the ELT reports.

The DDOG confirmed that risks have been identified by the ELT and mitigations have been put in place. Once the Risk Register is formalised in January, coding will be provided for Trustee correlation to ELT reports, for clarity purposes as well as to evidence that mitigations are taking place and the impact they are having. Additionally, the narrative within the ELT reporting will cross reference to the Risk Register. Trustees were welcomed to scrutinise the current Risk Register and to add/identify any potential areas of risks which may not currently be included within this document.

The Chair to TB advised that the ELT reports will be tailored to the reporting of risks and mitigations.

Trustees were informed that the reviewed Risk Register document will be signed off in January 2023.

The CEO suggested for the first draft of the new Risk Register and the Strategic Plan to be shared with Trustees, for review and comments, prior to their approval at the TB meeting in December 2022.

Trustees were informed that the current risks within the Risk Register have not been ranked, they are presented non-hierarchical.

The hierarchy and arithmetic of risks were discussed at length.

ACTION: For the CEO to share with Trustees the first draft of the new Risk Register and the Strategic Plan, for their review and comments, before the end of November 2022 (in preparation for their approval at the TB meeting in December 2022).

11. UPDATED GOVERNANCE DOCUMENTS

The CIT Policies that require Trust Board input and sign off Sep 2022, CIT Team Approach to Governance 1st Sep 2022, CIT Risk Register September 2022 Draft, CIT Assurances Schedule FINAL MASTER reviewed July 2022 and the Scheme of Delegation CIT 2022-23 Draft were made available on the OnBoard portal prior to this meeting.

The Chair to TB advised that the key governance documents had been updated. Hard copies were provided to all present at the start of this meeting.

A Trustee requested clarity around procedures in relation to the individual delegated assurance areas and strategic priorities responsibilities as per Annex 2 of the CIT Team Approach to Governance document.

The Chair to TB agreed to discuss the above during his one to one conversation with Trustees. However, Trustees were advised that Annex 2 of the CIT Team Approach to Governance document may be superseded by the Strategic Plan where particular strategies will be linked to particular Trustees.

The Chair to TB advised that minor changes were made to the Scheme of Delegation (SOD) and stated that it is a requirement for Trustees to adopt the revised version.

The DDOG confirmed that no substantial changes had been made to the above document; minor amendments were made in relation to Staff Appeals Panel/Disciplinaries and Settlement Agreements.

On that basis, Trustees indicated they were content and resolved to adopt the revised Scheme of Delegation CIT 2022-23.

ACTION: For the Chair to TB to provide clarity around procedures in relation to the individual delegated assurance areas and strategic priorities' responsibilities on the next version of the CIT Team Approach to Governance document.

RESOLUTION: To adopt the revised Scheme of Delegation CIT 2022-23.

12. TRUST GROWTH

The CIT Growth Options Paper Sep 2022 MA amends, Growth Options-MA, School Progression Tracker-Educational Scrutiny-Trust on a Page-TOAP-Report 2 and the Risk Management Policy FINAL-v3 documents were made available on the OnBoard portal prior to this meeting.

Documents noted as read.

The CEO provided context around the history of the Community Inclusive Trust, its journey, achievements and successes to date. He mentioned the fast Trust growth for which changes had to be implemented. Academisation is here to stay, the CEO referred to the Government's White Paper issued this year.

The CEO stated that a Trust Growth paper was produced. CIT is seen as a medium/ bordering large Trust based in Lincolnshire, one of the biggest in this county in terms of financial turnover.

The CEO proceeded to provide a brief summary of the Options Papers presented to the Board:

Option 1 – Not seek to expand the Trust any further than its current schools and those in the pipeline.

No Central Team growth or additional capacity would be required. Focus would be given to the consolidation of standards and services provided by the Central Team as well as maintaining the current Trust size and its community feel.

Drawbacks to this option are that due to its size and lack of growth, CIT may not be able to work collaboratively with other Trusts as relationships would not be equitable. Additionally, CIT's voice at local and National Level would be significantly diminished, economies of scale around procurement would also be affected. Top tier growth (ELT roles) would not be required.

Option 2 – Growth through the Free School application process.

This a safe way of growing. The Trust would have opened four Free Schools in the last four years (FOX, POP, BING, BOW). Positive feedback has been received from the DfE and Nottinghamshire County Council.

Drawback to this option is that it is purely dependent on the application process which can be impacted by any reputational damage to the Trust. Growth can be a slow, methodical process with sleeker project plans.

New buildings may also have higher running and maintenance costs.

Option 3 – Growth to include 'Good' schools.

This is in terms of 'Good' for the organisation. A growth matrix has been included within this paper.

Drawback to this option is high staffing costs as greater capacity within the Central Team would be required.

Option 4 – Growth via a combination of Options 2 and 3 as well as schools at National level.

18:35pm - At this point in the meeting Trustee Kate Goodman left.

She queried, via the TEAMS chat option, if this is a 12-month or much longer strategy and how often would it be reviewed by the Board. She requested for a Risk and Opportunity matrix to be presented for each option. Consideration should be given to what the Trust wishes to be known for and what strategy best achieves that. Additionally, consideration should be given to different strategies for each cluster.

The CEO requested for the CS/Clerk to TB to forward the above comments.

Trustees noted that Church Schools had not been mentioned within the Trust Growth paper.

A lengthy and in-depth discussion took place around Church Schools, all Trust Growth Options presented by the CEO, size/capacity, potential opportunities, moral purpose and responsibility of the Trust.

Trustees praised the CEO's Trust Growth paper and requested for the criteria within the Growth Matrix to be reviewed and presented to the Board.

Trustees resolved that growth is an option going forward, and for this the Trust would use a Risk and Opportunity Matrix to evaluate potential schools wishing to join CIT. The Trust would not actively seek new schools. Consideration will be given to ensure that Trust growth would not have a negative impact on existing CIT schools.

19:10PM - At this point in the meeting Trustee Rachael Sharpe left.

ACTION 1: For the CS/Clerk to TB to forward to the CEO all comments made by Trustee Kate Goodman in relation to the growth strategy timeline and its review period. Her request for a Risk and Opportunity matrix to be presented for each growth option. Her suggestion for consideration to be given to what the Trust wishes to be known for, what strategy best achieves that and for different strategies to be set for each cluster.

ACTION 2: For the CEO to review the criteria within the Growth Matrix and present it to the Board.

RESOLUTION: Trustees resolved that growth is an option going forward, and for this the Trust would use a Risk and Opportunity Matrix to evaluate potential schools wishing to join CIT. The Trust would not actively seek new schools. Consideration will be given to ensure that Trust growth would not have a negative impact on existing CIT schools.

13. UPDATE ON FINANCES

The Management Accounts Board Sign off 22 23 v2 document was made available on the OnBoard portal prior to this meeting.

The Chair to TB advised that the Trust's Management Accounts are scrutinised and signed off on a monthly basis, via the OnBoard portal, by the Chair of the FA&E Committee. Portal notifications are sent once the e-signature has been completed. All signed documents are available to all Trustees on the OnBoard portal.

The CEO advised Trustees of the agreed Teachers pay increment and the potential payment to be made to all permanent Support Staff on Term Time Only contracts.

Context was provided around the Supreme Court case Brazel vs Harper. This means a potential payment of two weeks of holiday pay backdated for five years, a significant amount of unbudgeted expenditure. Most Trusts have adopted a 'wait and see' approach. An options paper will be produced and presented to the Board in due course.

Trustees were made aware that there is no available funding to should this payment go ahead.

14. ADMIN / CLERKING MATTERS

The CS/Clerk to TB welcomed Trustees to contact her in the first instance, should they require assistance around the installation of the Two Factor Authentication code.

Trustees were reminded of the current Onboard approvals:

- KCSiE (Part One) – To cast their vote as means of confirming that they had read and understood this document.
- FMGS Form for Bingham Primary – To cast their vote to approve the submission of this online form.

The CS/Clerk to TB encouraged those Trustees yet to complete their online Declarations of Interest form to do so as soon as possible.

Trustees were informed that Outlook diary invites to this year's full Trust Board meetings would be sent this week.

She clarified that once the Outlook meeting invite is accepted, it will automatically be linked to their TEAMS calendar. This however; does not mean that the meeting will take place virtually.

Trustees indicated their understanding around this.

15. MEETING REVIEW / 16. CHAIR'S CLOSING REMARKS

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

Meeting closed at 19:28pm.