

INSPIRE PARTNERSHIP MULTI ACADEMY TRUST

TRUST BOARD MEETING MINUTES

DATE:

Tuesday 27 July 2021

TIME:

4.30pm

LOCATION:

Via Microsoft Teams

PRESENT

Chair of Trustees:	Mr J North (JN)	
CEO:	Mrs S Vickerman (SV)	
Trustees:	Mr B Smith (BS)	Mr G Worsdale (GW)
	Mr C Gray (CG)	Mrs C Norfolk (CNOR)
	Mr J Cripps (JC)	Ms C North (CN)
	Mr P Arundel (PA)	Mrs K Partridge (KP)
In Attendance:	Mrs T Fallon (COO) (TF)	
Clerk:	Susanna Stott (SS)	
Apologies:	Mrs T Jackson	

ITEM	ACTION
<u>PROCEDURAL ITEMS</u>	
1. APOLOGIES FOR ABSENCE	
There were apologies for absence received from Mrs T Jackson.	
2. DECLARATIONS OF INTEREST	
There were no Declaration of interests received in relation to the meeting and Agenda.	
3. 3-YEAR STRATEGIC PLAN 2021-2023	
<p>The document detailing the 3-year Strategic Plan 2021-2023 for the IPMAT had been shared with Trustees prior to the meeting and the CEO and COO gave an overview of the Strategic Objectives and Success Criteria detailed within the plan.</p> <p>All staff across the Trust have included as part of their Performance Management Targets a focus on the bottom 20% of pupils identified. SV explained that a further focus for the Trust will be on developing aspiring leaders and we will be working with a comprehensive set of external practices.</p> <p>A growth leadership mentoring programme is to be developed and all staff included in this programme will be trained in mentoring. The newly appointed Deputy CEO will focus on developing leaders through this coaching model included within the Trust 3-year strategic plan.</p> <p>School staff have been trained by Leah Charlesworth on the Rosenshine Principles.</p>	

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<p>A further focus will be on inclusivity and wellbeing of our pupils, recognising the impact of children’s mental health and wellbeing during the pandemic. Annabel Berry, HT at Towngate Primary has been appointed the lead across the Trust in this area linking with safeguarding.</p> <p>SV stated that we need to ensure we continue to recruit and retain the best people and it will be important as we continue to train our staff, that there are clear pathways for progression.</p> <p>Governance has been detailed within the 3-year strategic plan to look at the risk and development of our LGBs, alongside the Trustees and Members ensuring they are highly effective.</p> <p>It was also noted that as a Trust it is extremely important that we aim to get at least “good” Ofsted judgements for all our schools and that our schools with current “good” judgements improve further to “outstanding”.</p> <p>TF explained that as part of 1.9 of the strategic plan detailing the minimising of the Trust financial risk by having a clear strategy that demonstrates robust financial management, ICT gaps identified need to be addressed. We have to ensure we have the right training for our teams in school and the right structure in place that will support the growth of the Trust. With regard to finance, focus will be on compliance and that all our systems are streamlined to reduce the risk, whilst also being proactive.</p> <p>The Estates Management strategy should be used to link with the Trust Vision of work required and identified in schools and supporting our CIF bids.</p> <p>The Trust People Strategy will be developed with a focus on Recruitment and Retention, the wellbeing of all our staff, talent spotting and aspiring future leaders.</p> <p>SV explained that an initial 12 month plan of focus has been developed from the 3-year strategic plan which will be presented at the next Trust Board meeting.</p> <p>Q: 2.1 – Development of local talent in our communities – what does this mean as it is not clear?</p> <p>A: To target prospective candidates for roles within our schools from our local communities, by using local publications, school newsletters and school websites along with our social media platforms.</p> <p>GW commented that we wouldn’t want to look at the local community only, as having appointees from the wider community would still be of great benefit. The suggestion of slight rewording to “target as appropriate” was agreed and TF noted the local community target would mainly be for the recruitment of TA roles and Lunchtime Supervisors.</p>	

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<p>4. SCHEME OF DELEGATION 2021-2022</p> <p>The proposed IPMAT Scheme of Delegation for 2021-2022 had been circulated via the GVO portal prior to the meeting.</p> <p>The Chair noted this was an excellent document and extremely comprehensive. TF commented that the name of the Resource & Audit Committee requires changing and will now be known as the Finance, Audit and Risk Committee (FAR).</p> <p>TF noted that we have aimed to make this document transparent with clear lines of communication identified, including directions of who is responsible in each area e.g. Trustees and central team roles. As a Trust we have researched other models and thought this was much more comprehensive and robust. An overview of the Scheme of Delegation for 2021-2022 was explained by TF as the Trust COO.</p> <p>Finance, systems and regulations have been added and much more detailed than previously. How we manage our staff, pay awards, pupil behaviour and each school organisation as examples have been included.</p> <p>KP commented that this will be a document that will be tested over time, and also probably one to review and reflect on over the next year expecting that this will be a moving document. KP suggested that we should commit to using the Scheme of Delegation and then feedback as the document is used. The CEO agreed that this was the right approach.</p> <p>Trustees noted the considerable work undertaken to complete this detailed document. JC commented that this was an outstanding document, the best of this type he had seen. The Chair thanked staff involved for all the considerable work carried out in completing such a comprehensive Scheme of Delegation.</p>	
<p>5. GROWTH STRATEGY 2020-2023</p> <p>The Growth Strategy document for 2020-2023 has been circulated to Trustees and the CEO explained that we are looking to expand to between 12 and 15 schools in total. The criteria included in this document is to support the growth of the Trust. An overview of the document was shared with attendees during the meeting and SV commented that as a Trust we definitely have current capacity to take on another school, and this document explains what would happen if a school was proposed to join the MAT.</p> <p>We need to ensure we have a pool of suitable and strong leaders and will need to train and develop our next group of identified aspiring leaders, which will enable us to have people ready to move into a prospective school joining the Trust or staff able to step up to cover within their own school. Our intention is to grow only within the Primary Education field and as a Trust we will continue to access training hubs and also look to develop our own hub model in three geographical areas across the MAT, allowing us to develop further local support. We will also be expanding our monitoring reporting models.</p> <p>An area of focus will be to start completing some anonymous surveys of our staff which will link well with our people strategy.</p> <p>Considerable marketing of the IPMAT has been undertaken and CEO thanked KP for her support.</p> <p>Q: Are we making any direct approaches to schools that are not part of an Academy in other LA areas?</p> <p>A: Not at the moment, but we probably should be. In Wakefield we believe that all the</p>	

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<p>primary schools that wanted to convert, have already done so, with approximately one third of schools left. We are now starting to look at Kirklees having already doing some work with one school, Manorfield Primary who have stated that they want to “try before we buy”.</p> <p>CNOR noted the previous conversations that have taken place for the Trust to look further afield for schools to join the MAT, but commented that keeping to the borders of Wakefield makes complete sense. The CEO also noted the pandemic has played its part in concluding the need to keep closer to the Wakefield Area for possible schools.</p> <p>SV explained that we will be using Engaging Education to support this targeted marketing through our social media platforms specifically focussing on Kirklees, Wakefield, Barnsley and Leeds. The Chair agreed that keeping our target area closer makes sense.</p> <p>KP suggested could the Trust offer some training sessions supporting the development of schools to reinforce our credibility. SV noted we do offer something similar at the moment, however most schools who buy into what we offer are church schools and we are not sure this is an area we would want to move further into. I would hope that we may be able to use our newly appointed Deputy CEO for the delivery of future courses. Trustees agreed this was a good approach moving forward in the expansion of the Trust.</p>	
<p>6. CORE OFFER – SEPTEMBER 2021-2022</p>	
<p>The Core Offer document for September 2021-2022 has been circulated to Trustees prior to the meeting.</p> <p>TF explained the document has been reviewed and developed further particularly following the budget planning recently undertaken by the CFO and TF.</p> <p>TF commented that we have aimed to include all areas of spend that is taken from the “top slice” or is a chargeable element to school and hopefully this is transparent and clear for our own schools, but also for prospective new schools who may want to join the Trust. All are linked to our vision and values and our three year strategic plan. It is a very detailed document that is clear, and we believe it demonstrates what value for money our schools are getting as part of the Trust. There are no hidden costs or charges.</p> <p>Q: On the columns between core and enhanced – should the enhanced column have more ticks than the core? A: You are absolutely right, and we did have it like that but felt this way was clearer.</p> <p>CG noted a further explanation to explain this in more detail would be useful. TF agreed this was a good approach and will add to the document.</p> <p>SV noted that we should continue to be having conversations regarding the pooling of the Trust funds. Should schools who are more vulnerable be paying more? We will be exploring Gag Pooling over the next academic year and will have some models to present at the next Trustee meeting. TF noted the capitation budget is the way it would work, with schools applying for funding but we need to review staffing structures and address some anomalies first.</p> <p>SV explained that a number of meetings with other Trusts who are already starting to implement this model of gag pooling have been arranged for the Autumn Term. The Chair commented that with our HTs working so well collaboratively we must take a very careful approach to the possible introduction of such a model of funding.</p>	<p>TF</p>

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<p>Q: Why have we not got the same IPMAT signage outside all our schools – will we ever move to the same livery? A: Yes when a new school joins the MAT. Each school is allowed to keep its own local school logo, but all signage would also have the IPMAT logo added, paid for through the funds given as part of joining the Trust.</p> <p>SV noted the topic of standardised school signage has been discussed with Engaging Education, however it is very costly for all schools to have exactly the same signage and we have to questions is it worth spending this money.</p> <p>Q: Can I clarify that the Core Offer document is just shared with schools in the IPMAT. How are you thinking about using it? A: All the documents shared with Trustees today will be branded by Engaging Education and will be shared with our schools, but also any other schools who may enquire about joining the IPMAT may ask for this information and it will be shared.</p> <p>Trustees agreed this was an excellent, clear and precise document.</p>	
<p>7. INCOME GENERATION STRATEGY</p>	
<p>The Income Generation Strategy document has been shared with Trustees and it was noted that such a document has to be available with being a Trust.</p> <p>The vision and values of the Trust are included but TF explained that the document is established to explain the Trust approach to fundraising across our schools both locally and nationally. It is there to guide our schools on how to manage and approach fund raising activities and what the funds might be used for and also details how fund raising should operate at school and Trust level.</p> <p>TF noted that Trustees have recently had the opportunity to have a demonstration on the Insignus platform as a possible option for investing the IPMAT reserves. CG explained what the demonstration had shown to attendees, noting the platform itself seems very easy to use and gives access to approximately 30 banks. The one question for consideration before a decision is made is the cost of using this system which is 0.15%.</p> <p>The Chair supported these comments and agreed that a further demonstration of the Insignus platform should be given at the next Finance, Audit and Risk meeting in November. This will be the first item on the Agenda and the Clerk was asked to ensure that all Trustees are invited.</p> <p>TF noted that the Trust has only £100,000 of reserves invested and the rest is just sat in an account with virtually no interest. CG agreed that the Trust must look further at how our reserves are invested.</p> <p>Q: It feels that the document name does not really convey what is included in the contents and should it not be more comprehensive as we generate income from other sources? A: We agree that it should also include the Trust trading activities, namely the training courses we offer and the income we receive from investments of the IPMAT reserves.</p>	Clerk
<p>8. TRUST RISK REGISTER – JUNE 2021</p>	
<p>The June 2021 Risk Register has been shared with Trustees prior to the meeting.</p> <p>TF explained following the recent internal audit of the IPMAT Risk Register, it would be useful to share the headline feedback received, noting the full written report will be</p>	

ITEM	ACTION
<p>circulated to attendees when received back from the auditors.</p> <p>The Recommendations were:</p> <ul style="list-style-type: none"> • Need to fully embed the Risk Management Strategy • Risk Management training for the central team • Offer training to Trustees along with HTs and SBOs on Risk Management • Scoring of the risk requires review as it is not currently matching to the terminology • Look for a definition for impact as gap identified • Board decision required on the appetite for risk • Recommend Trustee Board complete regular deep dives into the risk register i.e. termly and to challenge the central team • Requirement to have further high levels risk added to the register with the auditor recommending that between 15 and 20 risks should be included • Wording needs refining. <p>TF explained that the first step will be to find and deliver comprehensive training on Risk Management for the Autumn Term, but we will need to wait for the written audit report before we can move any further.</p> <p>The format of the Register needs some further work, however TF shared an overview of how each risk has been identified and scored and also explained how the Register works. All other internal audits already undertaken has seen reasonable assurance results from our internal auditors, but for Risk Management the Trust have only received limited assurance and at this point we feel this is a fair judgement.</p> <p>TF recommended that a focus group from members of the board is established. CNOR noted that it is likely that the Trust is managing risk quite well, it is likely that it is just how the Risk Management Register is currently set up. If a risk is identified as red, this should always be discussed and monitored at Trustee Board meetings and probably HT level. TF commented that this has been identified and it has been agreed that the Risk Register will always be an Agenda item for the Finance, Audit and Risk meetings with a report fed back to Trustee Board meetings.</p> <p>CG noted that as Trustees we need to have ownership at Board level of Risk Management across the IPMAT, ensuring we are challenging the central team in the right way.</p> <p>TF commented that it is the area of internal audit we know we have the most work to complete, but we are confident that we can move this forward.</p> <p>CG stated that Risk Management was an area that we wanted the auditors to look at as early as possible, and the outcome is constructive and exactly what we needed.</p> <p>CG, CNOR and CN agreed to be part of the focus group.</p>	
<p>9. AOB</p>	
<p>The Chair and Trustees offered their thanks to all colleagues in the central office, for the outstanding work they have done over the last year. Thanks were also given to the CEO and Deputy CEO.</p> <p>Trustees were thanked by the Chair for their continued commitment to the IPMAT. The Chair also thanked the Clerk for her work and support over the last academic year.</p>	

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<p>Budget submission The Chair noted the importance of having a Trustee with considerable financial expertise on the Trustee Board, following the recent request for approval of the budget submission by the IPMAT CFO.</p> <p>Deputy CEO Post SV shared an overview of the recent interview process following the appointment of the Trust Deputy CEO.</p> <p>Two days of interviews for this position were undertaken, following shortlisting of four candidates. Three candidates were actually interviewed, and all took place at Ash Grove Primary School. Part of the process was for candidates to evaluate Ash Grove and deliver their feedback. Candidates were also asked to give a CPD presentation to all Trust HTs. The Interview process was extremely rigorous. The CEO commented that the successful candidate has her full backing and believes she will greatly support moving the IPMAT schools to outstanding.</p> <p>TF agreed and noted the extremely robust process with the successful candidate being well challenged during the interview. We are very reassured with this appointment, and it will be a great support helping to build our capacity and steer our growth strategy forward.</p>	
<p>10. DATES FOR TRUST MEETINGS SEPTEMBER 2021 – JULY 2022</p>	
<p>Trustees were reminded of the confirmed dates for meetings in the following areas:</p> <ul style="list-style-type: none"> Members Meetings Trustee Meetings Resource & Audit Meetings Standards & Curriculum Meetings HT Meetings <p>All dates have been circulated and added to the GVO portal.</p> <p>The Chair noted the hope that we will be able to plan to revisit schools during the Autumn Term.</p>	
<p>MEETING CLOSE TIME: 6.05PM Next meeting: TUESDAY 5 OCTOBER 2021 @ 4.30pm via Microsoft Teams</p>	

SIGNED BY THE CHAIR:



DATE: 27.07.2021