

MEETING OF THE TRUST BOARD

Thursday 30 March 2023

5:00pm – 7:00pm

held at Chestnut Grove Academy

MINUTES

Constitution & Attendance:

Executive Trustees (2)		Non-Executive Trustees (9)	
Christian Kingsley	Co-CEO (Accounting Officer)	Sian Mathias	Chair of Trustees
Mark Siswick	Co-CEO	Kate Burns	Trustee
		Jill Newey	Co-Vice Chair
		Ella Norden (<i>Remote</i>)	Trustee
		Sarah Marshall	Co-Vice Chair
		Emma Simmons	Trustee
		Vacancy	Since Feb 2022
		Vacancy	Since Dec 2022
		Vacancy	Since Feb 2022

Bold = Apologies/Absent

Apologies: **Kate Burns**
Andrea Arbiter - Head of Governance

Also in
attendance: Antonia Miles – Minute Taker

Papers issued for review:

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| <ul style="list-style-type: none"> • Minutes of previous meeting and status of actions • CEOs' Report to the Trust Board (SP23) with supporting documents • Risk Register SP23 • Trustees' briefing: Little Wandle Letters & Sound Revised | <ul style="list-style-type: none"> • Governance briefing SP23 • Committee summary reports SP2 2023 (including LACs) • Trust Board Development Plan – March RAG • Trustee link reports – SP23 • Complaints Procedure – tracked changes. • Trust Three Year Strategic Plan |
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1. BUSINESS		ACTION
i.	Welcome and apologies Trustees and executives were welcomed to the meeting. As agreed in advance, Ella Norden joined the meeting via Microsoft Teams. Apologies were received in advance of the meeting and were accepted as outlined above. Antonia Miles was welcomed to the meeting and thanked for taking minutes in the agreed absence of the Head of Governance.	AA
ii.	Declaration of interests When asked by the Chair, trustees confirmed there were no declarations of pecuniary nor non-pecuniary interests raised in relation to the meeting. Sarah Marshall declared that she was a trustee of Balham Community Centre, which recently became the wrap around care provider for Ravenstone Primary School. The Head of Governance was tasked to <u>ACTION: add Ms Marshall's new declaration to the Trust's Governance Register of Interests.</u>	
iii.	Membership: note resignations in the period since the last meeting Trustees were informed that Caireen Mitchell resigned her position on the Trust Board from February 2023 due to an unforeseen change of circumstances. The Chair formally noted Ms Mitchell's contribution to the work of the Trust and the Board. Trustees were informed that the Co-CEOs had written to the Members with their resignations from the Trust Board effective from 31 March 2023. Trustees were	

2. STRATEGIC QUESTIONS	
	Papers issued to support and triangulate strategic discussion were the: • Co-CEOs' Report to the Trust Board • Trust Risk Register • LWLSR Briefing for Trustees The Chair welcomed the Co-CEOs' Report to the Trust Board. It was noted that on page 3 the referenced Model Articles of Association should state 2021 not 2012. The Co-CEOs presented their report and drew trustees' attention to key areas below:

i.	IT Strategy In advance of the meeting, trustees asked the questions: Are trustees reassured by the IT oversight? What is the timeline for our IT and digital strategy, including the appointment of a Head of IT? The Co-CEO (CK) acknowledged trustees' concerns around the IT oversight and agreed that development of the IT strategy was a priority. He explained that a conscious decision was made to wait until new Chief Financial Operations Officer (CFOO) was in place to utilise their expertise in this area. The Co-CEO (CK) explained that the IT lead at Chestnut Grove Academy was asked to provide a summary of safeguards currently in place to protect against some of the key areas of concern. Trustees were told that risk related to IT was well-understood by the Executive Team and as an interim measure, fortnightly meetings with the IT network team were scheduled to review and safeguard against areas of risk; the Co-CEOs would be invited to these meetings where necessary, and minutes of the meetings would be shared with the Co-CEOs. It was reported that the outgoing Chief Operations Officer (COO) was tasked to create a draft digital strategy for teaching and learning, back-office support, and IT security. The Co-CEO reassured trustees that implementation of the digital strategy could begin before the appointment of a Director of IT. The Co-CEOs expressed confidence that due to the incoming CFOO's experience of developing an IT strategy and implementing the required structure in their current role, they would be a strong asset to the development and implementation within the Wandle Learning Trust once in post. Both Co-CEOs were confident that the interim arrangements were being led by a strong group of staff which should help mitigate risk. Q: What is the timeline for appointing a Director of IT? R: (CK) <i>Before appointing to this role, we need to look at the budget and top slice for next year, which partly depends on decisions around LWLSR. Prioritisation of other central roles means that appointment to the Director of IT role is not realistic until the end of 2023.</i> Trustees accepted the rationale for a deferred appointment of Director of IT, but they remained concerned about the level of associated risk to the Trust and they urged the Executive to rethink their timeline. The Trustee Finance Link informed colleagues that she had signed up to the CST (Confederation of School Trusts) professional development course about	
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	managing data risk. She felt this would provide her with insight into key concerns nationally. The Co-CEO (CK) advised that in response to the recent phishing attack, professional guidance recommended that key members of staff (including Co-CEOs, head teachers, key finance personnel, and some trustees). It was agreed that the link trustee for finance and the Co-CEOs would <u>(ACTION:) complete the DfE's cyber security training and provide a report to the Trust Board of all other staff who have completed the training.</u> A trustee raised that in addition to cyber security and risk mitigation, development of an IT strategy was also essential for sustainable delivery of teaching and learning and would mean the IT curriculum across the Trust was of a high and consistent standard. ii. Strategic Growth In advance of the meeting, trustees asked the questions: How focused are the Co-CEOs on the growth strategy? What action can we take to increase engagement with potential schools? Trustees were referred to the growth opportunities on page 6 of the Co-CEOs report. One of the Co-CEOs (MS) explained that in the last six weeks enquiries were increased, and a significant number of schools had approached the Trust. He said some schools were interested specifically in joining the Trust whilst others were in the early stages of exploring multiple options. Trustees were provided with details about two schools which had shown a keen interest. The Co-CEO (MS) summarised each of the schools with contextual information, e.g., pupil profile, Ofsted status, etc. Trustees took the opportunity to ask questions regarding the benefits and risks to all parties. In response to a trustee's question, the Co-CEO (MS) confirmed he would lead the due diligence with the support of an external consultant. He advised a submission would be made to the Regional Director's Board by 24/04/23 with approval anticipated in May to drive and complete transfer by December 2023. The Chair asked colleagues whether they felt able to decide to move forwards to due diligence from the information provided. Trustees agreed that the Co-CEOs should proceed with all aspects of due diligence with both organisations as discussed. Trustees talked about the two schools which were led through the Trust's due diligence process in the latter part of Summer 2023 and were pleased to learn from the Co-CEOs that discussions were re-opened.	CK, MS, JN
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The Chair proposed that going forwards the Trust Board should give the Co-CEOs the authority to act promptly in starting due diligence processes for interested schools, informing trustees, and seeking approval by email in the period between board meetings. Trustees supported this proposal as a general way forwards with the exception of schools which the Co-CEOs felt could pose a risk to the Trust. Trustees wanted assurance there was sufficient capacity in the existing structures should multiple schools require onboarding. The Co-CEO (CK) explained this was an unlikely scenario and transfers would be phased so that risk was managed.

Trustees were unanimous in their view that growth was a priority for the Trust and that there must be sufficient capacity for successful delivery of the Growth Strategy. The Chair explained that the Growth Strategy would be reflected in the Co-CEOs' performance management objectives and these would be set later in the summer term.

A trustee referred to discussion at the recent meeting of the Standards Committee regarding the benefit of onboarding another secondary school. **Q: Colleagues understand there would be significant benefits gained by recruiting another secondary school to our Trust. What action is being explored to expedite this? What are the local opportunities?** R: (CK): *in terms of secondary schools, any growth is likely to come through mergers with Single Academy Trusts (SATs) or 'empty' Multi Academy Trusts (MATs). Nationally, 80% of secondary schools are already academised. We have started to approach local schools and share our offer. There is need to exercise caution in relation to the complexities of mergers and their existing leadership and governance structures.*

The Chair informed colleagues there would be a dedicated session at the forthcoming Trustee Development Day (21/04/23) to explore the Growth Strategy in more detail.

iii. **Little Wandle Letters & Sounds Revised**

Through a summary briefing report shared prior to the meeting trustees were informed of the findings of the Working Group, consisting of two educational consultants, lawyers, and a small group of trustees. The Working Group was established to explore the potential for a significant resolution to the complexities surrounding LWLSR, and to consider whether a change of culture might enable LWLSR to remain within the Trust in a way in that trustees agreed with.

Trustees were advised the project lead was tasked with this piece of work; the final report was unlikely to be ready before the Trustee Development Day, but sufficient time would be allocated to share current documentation and prompt full discussion.

A trustee wanted to understand more about timelines for resolution and decision. The Chair was clear that it was important to allocate sufficient time to ensure the preferred solution could be properly delivered within the agreed parameters and minimum requirements for LWLSR to remain within the Trust. Trustees were

reassured by the commitment from the Co-CEO (MS) to present a clear way forward at the Trustees' Development Day (21/04/23) with a final decision by the end of the academic year.

The Chair noted that should it be decided to keep LWLSR within the organisation, a culture shift would be needed in terms of financial arrangements and governance reporting. She was clear that LWLSR should be charged a top slice by the Trust and there would be changes in terms of staffing structures. The Chair emphasised there were significant benefits to keeping LWLSR within the Trust.

Trustees were clear that the ambiguity between LWLSR and the Wandle Learning Partnership should be resolved as a matter of urgency.

The Chair of the Finance & Resources Committee informed colleagues she attended a meeting earlier in the same day to review the tender of provision of pupil assessment and CPD analysis for the LWLSR programme. The Committee Chair tabled a briefing paper which gave an overview of the tender and the recommendations made by the Tender Panel.

Trustees discussed the tendering parties at length and looked at the benefits and risks of each offer, including services provided by the incumbent and any financial implications.

The Tender Panel recommended that the incumbent provider should be awarded the contract. Rationale for the recommendation was set out in the paper and trustees accepted it was not a time for change. Trustees suggested and it was agreed to plan a review at the end of the fixed term; accountability measures should be built in to give flexibility in the event that the terms of the contract failed to deliver. Trustees requested the follow-up contract to be clear on the exact number of schools being costed.

The trustee involved gave assurance of a rigorous process and supported the recommendation of the Tender Panel.

Trustees supported the proposal to award the contract to MIME with immediate effect for a two-year period. It was noted this would mitigate the risk that the previous contract not tendered for.

The Chair of the Trust Board declared an historical professional relationship with MIME team and confirmed she was not involved in the tender process between MIME and WLT.

3. REPORTS FOR DISCUSSION:	
Governance briefing, summary reports, reports from the link trustees	
	The Head of Governance submitted a governance briefing note in advance of the meeting which highlighted where decisions were required from the Trust Board and drew on the consistent themes from the Trust's sub-committees', including academy committees, summary reports. Trustees welcomed this report and requested it going forwards for future meetings. Trustees discussed in particular: i. Governance recruitment On behalf of the trustee recruitment panel, the Chair recommended the appointment of Mr Arjun Popat on a four-year term, effective from 18 April 2023. A summary of Mr Popat's skills and experience was included as part of the Governance Briefing Note circulated prior to the meeting and invited the Trust Board's opinions. The Chair invited questions; there was a discussion regarding Mr Popat's potential time constraints, but it was felt he would bring many skills from his professional role as strategy consultant. A trustee raised that current trustee membership was higher in finance/strategy and risk and requested that other areas be considered for the remaining vacancies to ensure a balance of skills and experience on the board. Trustees confirmed Mr Popat's appointment to the Trust Board and proposed he could be a useful part of the Little Wandle Committee. Trustees were informed that the Chair was optimistic of the appointment of another trustee after the Easter Break had previously worked for the Department for Education. Trustees expressed their gratitude to the Head of Governance for the substantial work put into creating the recruitment materials and working with Communitas. The Chair explained that despite this effort, the Head of Governance was disappointed with the limited number of responses, and she sought agreement from the board to commission external and specialist support for trustee recruitment. Trustees supported this approach. ii. Report from the Finance Link Trustee The Finance Link flagged that concerns over falling pupil rolls and the associated impact on budgets had formed a considerable discussion point at the recent meeting of the Finance Link Group. She said that local finance links were seeking guidance and support and wanted to be sure that the local perspective was shared with the Trust Board.

A trustee felt that schools were seeking funding for marketing projects which was not a solution to address falling pupil numbers. The Finance Link argued the issue was wider and there was a need to formulate a joined approach to boosting pupil recruitment in the longer-term.

The Co-CEO (MS) told trustees that the Trust's P.R. agency was using social media effectively to champion and market the schools within their communities, particularly those whose Ofsted status was recently improved. He said it was necessary to recognise the local context and the lack of primary-aged pupils across London; head teachers and academy committees must adjust expectations and manage budgets accordingly.

Trustees acknowledged that Ravenstone Primary School wanted automatic transition for its pupils to Chestnut Grove Academy. Trustees were reminded of well-rehearsed discussion when it was concluded a 'feeder' arrangement was not the solution to the issue.

The Finance Link believed it was important that the Academy Committees were heard on this matter, and urged colleagues to acknowledge the difficult position schools found themselves in. The Finance Link took an **ACTION: take the matter of falling pupil numbers to the Chairs' Group Committee for further discussion.** The Chair said she would **(ACTION:) follow up in her letters to the Academy Committees and acknowledge the difficulties faced.**

JN
SMat

In response to frustration from the Finance Link about sharing financial information with the local links, the Co-CEO (CK) suggested it was the head teachers' responsibility to share with their academy committees following their in-depth monthly meetings with the central finance team. The Finance Link believed local links should receive their respective management accounts for information in tandem with a financial summary included in the termly head teachers' reports.

The Co-CEO was asked to **(ACTION:) liaise with the Head of Finance to organise both monthly management accounts and a financial overview in the termly head teachers' reports to the Academy Committees.**

CK

iii. Report from the Safeguarding Link Trustee

The link report was shared prior to the meeting. The Safeguarding Link explained that she continued to work with the local safeguarding links to establish routine and effective monitoring of safeguarding arrangements in each school. She noted the Trust's requirements that all safeguarding links should be properly trained and should follow Trust procedure to meet with the respective Designated Safeguarding Lead, check that the Single Central Register was compliant, and report to their Academy Committee and the Trust Board in the first half of each term.

The Safeguarding Link reported that governance arrangements for safeguarding were secure at Chestnut Grove Academy and Paxton Academy, but she held concerns around the monitoring arrangements at Chesterton Primary School. The Safeguarding Link was clear that there was no question around the safeguarding arrangements in the school but from a governance perspective, the safeguarding role was shared between two Academy Committee members, one of which was the staff academy committee member who worked in the school. The Safeguarding Link believed that governance monitoring was not being conducted in accordance with Trust procedure and that the local link was not meeting routinely with the DSL. She advised that she and the Head of Governance had reiterated to the Chair of Chesterton Academy Committee and the local link role holder that current process did not meet requirements suggested by the National Governance Association nor did it comply with Trust procedure.

Trustees discussed at length and agreed that it was not appropriate for a staff appointed academy committee member could not hold a governance link role, even in a shared capacity. The Chair of the Chairs' Group Committee took an **ACTION: to reinforce governance safeguarding expectations with the chair of the Chesterton Academy Committee.** The Co-CEOs committed to **ACTION: work with the Head Teacher of Chesterton Primary School to reiterate governance safeguarding expectations and encourage her to support her Academy Committee to make the required adjustments.** The Chair asked to be kept informed about progress made and said she would intervene if required to do so.

JN

CK & MS

The Safeguarding Link Trustee raised a further concern that the current arrangement for the Trust Safeguarding Lead was insufficient in terms of time allocation in order for the for schools to be adequately supported with the strategic management of safeguarding arrangements. The Co-CEOs responded they were aware of the risk posed to safeguarding and a proposal for a full time Safeguarding Lead to take responsibility for safeguarding, education welfare, exclusions and admissions was in development.

One of the Co-CEOs (CK) explained that the DSL at Chestnut Grove Academy was tasked to work with the Head of Governance to support the governance of safeguarding, but she was not currently remunerated for this element of the role and nor was she working equitably and directly with all schools across the Trust.

A trustee referred to the report shared by the Safeguarding Link and sought assurance around compliance regarding DBS checks. **Q: Internal audit identified issues with safer recruitment checks – how serious are these issues and what action has been taken to resolve them?** *R: (SMar) our internal auditors identified gaps in HR files in each school, and the extent of these varied between schools. The Trust HR Lead is taking responsibility to address these issues, with support from the local HR administrators.*

The Co-CEO (CK) clarified that all staff were DBS checked and explained that gaps were generated by a change in Trust policy which stated that DBS checks must be

updated every three years. The Co-CEOs said they were not aware of this change, and it was not a statutory requirement and policy would be updated to reflect the Trust's internal procedures. The Safeguarding Link reiterated it was an operational issue which the Head of HR was managing. She confirmed it was the role of the Safeguarding Links to dip-sample a number of files through their SCR monitoring.

Trustees thanked the Safeguarding Link for her work being put in through the safeguarding links group to address these issues.

iv. Report from the SEND & EDI Link Trustee

The written report from the Link Trustee prompted discussion around the collaborative work of SENCOs across schools. One of the Co-CEOs (MS) commented that there was a peer review for SEND currently in progress

Trustees were interested to understand more about the role of the Trust SENCO. The Co-CEO (MS) explained that a job description for the role was in development. The Co-CEO (MS) was clear that there was limited capacity in the central budget to support a full-time role at Trust-level and individual schools would buy into her expertise on based on need. He summarised the Trust SENCO role was to offer strategic support the local SENCOs with a particular focus on process, e.g., EHCPs, funding, etc.

v. Standards Committee

The Chair of the Standards Committee reported that there was a significant increase in the numbers of children with EHCPs at every school in the Trust. Trustees learned there was concern regarding the Trust's ability and capacity to deliver its published SEND offer.

In their summary report, the Committee Chair gave assurance that KS4 and KS5 mock results were reviewed and were tracking broadly against targets; likewise primary data suggested that pupils were performing against targets.

Trustees heard that the Committee discussed outcomes of the Trust's staff wellbeing survey and had sought assurance that action would be taken by the Executive to address themes and risks. Trustees were concern about t responses which suggested staff felt undervalued, under-resourced and tired. The Co-CEOs gave assurance there was an action plan in place together with a clear communications plan which would let staff know their voice was heard and acted on where possible.

Trustees welcomed the use of an external provider to manage the survey and provide a high-quality meaningful data set which aided benchmarking and helped to inform decision making.

vi.	Reserves Request The Chair of the Finance & Resources Committee reported there was a request made by Chesterton Primary School to draw on reserves to fund essential capital works in the school toilets. She informed colleagues the project was not eligible for a CIF grant. The request was made by the Head of Estates in the week prior to the meeting and trustees expressed frustration and felt there were flaws in the trustee approval process which led to pressured time scales. It was established the Co-CEOs were not made aware of the request prior to approval being sought from the Trust Board. One of the Co-CEOs (MS) reasoned these capital works were initially agreed by the former Governing Body prior to academisation but the project had been delayed during this period. He flagged there would be further requests following the completion of works to the school roof. The Co-CEOs gave assurance that the tenders would be retained for audit purposes. Trustees approved the reserves request to fund the Chesterton Primary School toilet project and urged that processes were tightened for future requests. Trustees tasked the Co-CEO (CK) <u>ACTION: to work with the Head of Estates and a ensure clear process is adhered to for future requests.</u>	CK
vii.	Governance Training & Development Programme The Chair advised that the Governance Training & Development Programme was going well thus far and seemed to be successful in providing an opportunity for governance stakeholders at all levels to network and share learning and best practice, alongside deepening their knowledge in a particular area of school improvement and observing practice in the classroom. The Chair shared her experience of attending the sessions focused on EDI in the curriculum and on Sixth Form and the Careers Programme. The Chair said the sessions achieved their objective and she strongly encouraged colleagues to attend at least one of the sessions scheduled for the summer term. To support this, the Head of Governance was asked to <u>(ACTION:) reissue the dates for the training sessions in the summer term.</u>	AA

4. REPORTS TO NOTE		
i.	2022/23 Governance Development Plan The Trust Board Governance Development Plan was reviewed, and progress noted. Trustees explored where objectives were off-track for completion or were yet to be started.	

	Trustees were informed that a MIS (Management Information System) would replace the different incumbent systems in each school and would be implemented Trust-wide to give consistent and meaningful HR data. Trustees understood the new system would improve oversight of HR data and support understanding of key trends and patterns. A trustee wanted assurance that due process was properly followed with regard to selection of the MIS system. Q: Are you comfortable that procurement of the MIS was in accordance with the Trust's Finance Management Regulations? <i>R: (MS) the project went to tender as cost was in excess of £30k. The total value was under the threshold to require trustee approval. The contract is approved pending final sign-off.</i> Trustees were informed that whilst there was still no strategy in place for accountability around stakeholders, the People Link Group was working to consider mechanisms with which to capture stakeholder voice in a consistent and meaningful way. Trustees appreciated there were issues related to coordination of stakeholder surveys to a Trust-wide timeframe but stressed the importance of collecting consistent and comparable data which could be used to help inform Trust decisions and policymaking. The Co-CEOs advised that surveys in the respective schools were based on the Ofsted questionnaire and hoped it would be simple to move forwards to design a common framework of core questions and a reporting structure for the Trust Board. A trustee raised that going forwards the Shared Service Leads for HR and Estates would attend a meeting of the Finance & Resources Committee on an annual cycle, and it was proposed and agreed that the link trustee for stakeholder engagement should be invited to attend the Finance & Resources Committee meeting where possible. Trustees noted there was an action on the Trust Governance Development Plan to produce an annual report to stakeholders to promote the work of the Trust. The Chair committed to <u>(ACTION:) revisit with the Co-CEOs the request to create an annual report to stakeholders.</u> As an interim measure, one of the Co-CEOs took an <u>ACTION: to work with the Trust's PR agency and produce a Trust newsletter for parents.</u>	SMat CK
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5. REVIEW & RATIFICATION OF CENTRAL POLICIES		
i.	Complaints Policy The Chair explained that as per the briefing note, the Complaints Procedure was updated with procedural changes based on a recent experience of a Stage 4 investigation. Trustees noted there was additional detail included to inform the purpose of investigations, and there was an appendix to prompt consistent approach to investigation and reporting of evidence considered at each stage. Trustees agreed that should a Stage 4 complaint be made against the Co-CEO	

	(CK) in his capacity as head teacher of Chestnut Grove Academy, the investigation would be carried out by the Chair of the Trust Board or their representative. Trustees supported policy changes in principle subject to amendments to terminology amendments.	
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6. REFLECTION & EVALUATION		
	Trustees reflected on their discussion and evaluated impact against the Trust Strategic Plan. Trustees felt progress was made in relation to growth and partnerships, and they were mindful of the planned strategy to deliver effective growth across the Trust and had sought assurance there was capacity for growth within the Central Team, including IT infrastructure. Trustees understood it was necessary to act quickly with due diligence and comfort was growing in terms of the non-negotiables for growth. With regards to governance, the appointment of a new trustee was progress towards strengthening the Trust Board. Through the link reporting framework, trustees believed the link role network was embedding to aid communication between governance tiers and to help inform the board on local perspectives. Trustees were delighted with the outcomes of inspections at Chesterton Primary School (Outstanding) and Paxton Academy (Good) which achieved the aim that all schools in the Trust would have an Ofsted rating of Good or better. Trustees believed the Trust was well placed for growth moving forward. The Chair of Trustees thanked colleagues for their extended efforts to fill roles and cover whilst there were vacancies on the board. On behalf of the Trust Board, the Chair voiced appreciation for the continued hard work and commitment from the Co-CEOs.	

DATES OF NEXT MEETINGS:

Trustee Development Day	10:00am Friday 21 April
Chairs' Group Committee	6:00pm Wednesday 26 April
WLP Committee	4:00pm Tuesday 13 June
Standards Committee	6:00pm Thursday 29 June
Finance & Resources Committee	4:30pm Wednesday 5 July
Trust Board	6:00pm Monday 10 July

Signed:

Date:

Summary of Actions: TRUST BOARD MEETING 30/03/2023

Action No	Item No	Action	Responsible	Timescale
1.	1.ii	Declaration of interests add Ms Marshall's new declaration to the Trust's Governance Register of Interests	AA	Priority
2.	1.iv	Minutes of the previous meeting and status of actions correct the minutes from the previous meeting to provide clarity around the Co-CEO leadership model.	AA	Priority
3.	1.iv	Minutes of the previous meeting and status of actions by P7 management accounts, provide a rationale/narrative for the forecast spend for Little Wandle if the total spend has not changed from P6 with regards to analysis of costs	MS	Period 7 Management Accounts
4.	1.iv	Minutes of the previous meeting and status of actions write to each local chair as part of the annual review.	SMat	Summer 2023
5.	2.i	IT Strategy complete the DfE's cyber security training and provide a report to the Trust Board of all other staff who have completed the training.	CK, MS, JN	Priority
6.	3.ii	Report from the Finance Link take the matter of falling pupil numbers to the Chairs' Group Committee for further discussion	JN	Chairs' Group 26/04/23
7.	3.ii	Report from the Finance Link follow up in letters to the Academy Committees and acknowledge the difficulties faced	SMat	Summer 2023

Action No	Item No	Action	Responsible	Timescale
8.	3.ii	Report from the Finance Link liaise with the Head of Finance to organise both monthly management accounts and a financial overview in the termly head teachers' reports to the Academy Committees	CK	Priority
9.	3.iii	Report from the Safeguarding Link Trustee reinforce governance safeguarding expectations with the chair of the Chesterton Academy Committee	JN	Priority
10.	3.iii	Report from the Safeguarding Link Trustee work with the Head Teacher of Chesterton Primary School to reiterate governance safeguarding expectations and encourage her to support her Academy Committee to make the required adjustments	CK & MS	Priority
11.	3.vi	Reserves Request work with the Head of Estates and ensure clear process is adhered to for future requests	CK	Priority
12.	3.vii	Governance Training & Development Programme reissue the dates for the training sessions in the summer term.	AA	Priority
13.	4.i	2022/23 Governance Development Plan revisit with the Co-CEOs the request to create an annual report to stakeholders	SMat	April 2023
14.	4.i	2022/23 Governance Development Plan work with the Trust's PR agency and produce a Trust newsletter for parents	CK	Summer 2023