



Board Meeting MINUTES

13:30 on Monday 27 March 2023

TRUSTEES/DIRECTORS	
NAME	PRESENT
Tom Attwood (Chair)	■
Stephen Gough	
Frank Green	
Sara Attwood	■
Chris Weavers (VC)	
Helen Priday	■
Rochelle Saunders	■
Also in Attendance:	
Jesse White	Interim T4 CEO
Kingsley Mayuku	T4 CFO
Lisa Tharpe	Operational Safeguarding Lead
Aaron Mulhern	Headteacher, IMHS
Mihaela Chowdhury	Assistant Head of College, ArtsX
Lorraine Drew	Business Manager, ArtsX
Aine Markey	ArtsX LGB
Greg Arkus	ArtsX LGB
Jonty Clark	Beckmead Trust
Asad Muzammal	Governance Professional

1. Welcome and Apologies for Absence:

- a. Apologies for absence were received from Chris Weavers, Frank Green and Stephen Gough.

2. Declarations of pecuniary interest in any of the agenda items:

- a. There were no declarations of pecuniary interest in any of the agenda items.

3. Potential Merger Update:

- a. JC was introduced as the CEO of the Beckmead Trust. The Trust has 11 schools, two of which are at a pre-opening stage. All the schools are SEMH special schools and one of the schools has a specialism in autism and challenging behaviour. The Beckmead Trust has responsibility for 850 school places, of which 50 are residential placements. The two schools being built in Essex will both have a residential element to them.

- b. JC provided a brief history of the development of the Beckmead Trust over the last ten years. JC said that underpinning all the work of the Trust is a nurture-based approach, founded on attachment theory and providing young people with a responsible adult to care for them and build a relationship with them, which earns them the privilege of being able to teach them.
- c. In response to questions on Ofsted outcomes, JC said that the schools in the Trust have not had an Ofsted inspection since becoming an Academy, but before this the schools were graded as Outstanding by Ofsted. The schools in the Trust may not have the curriculum sequencing that Ofsted look for but this is a work in progress. The Beckmead Trust's SEF of all schools in the Trust currently self-assesses them all as either Good or Outstanding. The anomaly is the Trust's most recent acquisition of the Flagship School in Hastings, which was graded as 'four' in all categories earlier this year and the Beckmead Trust was invited to intervene. JC provided details of another failing school that the Beckmead Trust took over three years ago.
- d. JC said that as part of due diligence, he had met with both T4 staff groups and legal advisers. The current timeline for the merger to complete is June 2023, subject to meeting the TUPE timeframe. The merger has the support of the DfE, but this may also be an area of delay, as the local area Advisory Boards only meet monthly.
In response to questions, AM said that the IMHS appreciated the visit by JC. There are some anxieties around job security. A main reassurance that staff took from the meeting is the shared ethos and values between the Trusts and preserving the IMHS model.
MC said that the meeting at ArtsX was also positive. The main concerns on staffing were from staff who do not have permanent contracts. Staff welcomed the opportunity of having access to better systems of recording and generating reports and the pooling of resources from a larger Trust and how this might improve their own practice.
TA suggested consulting with Ben Peck on staff communications around the merger.
- e. In response to questions on the management of safeguarding at the Beckmead Trust, JC said that the Trust employs an external consultant to oversee safeguarding and provide external oversight. The external consultant reports to Mags Clarke (Director of Education & Care). Annual audits are in place and there are regular safeguarding meetings with the Headteachers. The Flagship School received a satisfactory audit by East Sussex last week.

Action 230327/01: T4 Trustees to receive a copy of recent Beckmead Trust Board papers, showing how each of the Beckmead schools KPIs and safeguarding matters are reported to the Beckmead Trust Board. (JC)

13:50 – Helen Priday arrived at this point.

- f. JW advised that the ESFA have been in contact to confirm the key postholders from next week.

Action 230327/02: The ESFA to be informed that TA is AO pro-tem and JC is the interim CEO. (JW)

- g. In response to questions on the Beckmead Trust's shared resources available for marketing and communication, JC advised that the Beckmead Trust has a Director of Communications and HR and there are plans to increase the number of staff in the central team. JC said that when Beckmead staff visited IMHS and on the return visit by T4 staff, there were many

opportunities identified for the sharing and pooling of resources. The practice model of the Trusts has some variation, but there are common values shared by both Trusts on ensuring that students are well cared for and taught well. Both Trusts do things well and are open to doing things differently.

- h. In response to questions on collaboration between the Beckmead Trust's schools on holding joint events, JC said that there is mutual support within the Beckmead Trust's Heads and there is a Thursday night session they all attend, which provides a type of reflective CPD that they all value. The Heads are not expected to visit the Beckmead offices, as the Executive appreciate the Heads' time is valuable and instead the Executive will visit the schools. JC said that the staff in the Beckmead Trust's school all like the idea of being part of a progressive Trust. JC said that thought will be given to a future London gala event or a gala event for regional hubs, similar to the type of events that were organised by Kids Company.

14:00 – Jonty Clark left at this point.

4. Governance Matters:

- a. None

5. Minutes of the Previous Meeting and Matters Arising:

Actions Carried Over:

Action 221003/04: A meeting to be arranged to discuss marketing of ArtsX and taking forward social media content. (HP, JW, GK).

Agreed: The Minutes of the meetings held on 15 December 2022 and 30 January 2023 were confirmed as true and accurate records.

6. Safeguarding Update:

- a. Trustees received the Safeguarding report and action plan.
- b. LT said that several policies have been updated to consider new directives and recommendations. The Business Continuity Plan and Emergency & Evacuation plan have also been reviewed to consider the increased number of students in the building at IMHS.
- c. In discussing behaviour, LT said that IMHS is looking at Non-Violent Resistance training to support parents. It is expected that this training may also reduce the presented behaviours in school. All members of the Welfare team are also to be trained, so that they can provide additional support to families.
- d. In discussing the LA Sec.175 Safeguarding audit, LT said that LBTH has moved their Safeguarding to an online platform, including submission of the audit. The online system now automatically sends a report on safeguarding matters to Link Governors. Safeguarding Link Governors must contribute to the online audit form before it can be submitted. LT advised that the ArtsX Sec 175 audit is due for submission to Islington in September.
- e. In response to questions on safeguarding at ArtsX, LD advised that there have been a couple of serious incidents involving the police.
LD said that Safer recruitment procedures are now firmly embedded in the college. New procedures now include issuing supply staff with a college email address and access to the My Concern platform to record information.

- f. LT said that there has been an increase in the number of police interventions at IMHS. The students involved are all new to the school and it is the first time that they have been at a school for any length of time. Their previous education was at mainstream schools. Trustees discussed how the experience at mainstream schools for these students would have included being restrained and excluded, triggering flight or fight responses. LT said that several professionals are now working with these students and their families and some have never had any previous social worker intervention. Some of these students have now been referred for support with mental health and trauma. One student now has a CP plan in place and two have a CiN plan. LT said that the previous experience of most families is that they would often feel as if they were blamed for their children's behaviour, but now the students have been diagnosed and are receiving support. Trustees noted that the school had initially met LA resistance on whether the students met the threshold for social care intervention and it was the school's case management evidence from the My Concern platform that was used to explain and show the support needs of the students and their families. Three of the students have now had an emergency annual review and their banding increased from B to B+, to allow bespoke interventions to be put in place to keep the students and staff safe.

7. Interim CEO's Report:

- a. Trustees received the CEO's report.
IMHS
- b. AM said that a main priority at IMHS is replacing the projectors and some of the computers over the Easter holidays. Trustees noted that some of the existing equipment is over 12 years old. JW said that as it is in the interest of the Beckmead Trust, should the merger go ahead, their IT Director is providing consultancy work on the IMHS IT purchases.
- c. AM said that the football pitch requires urgent replacement and the school is investigating the installation of a 5G football pitch. Replacing the pitch is a priority for the school. There are now 55 students on roll and the school requires a quality outdoor area. JW said that a 5G pitch is a huge cost and this is to be discussed in the long-term premises improvement plan. The current pitch will be made safe in the interim.
- d. In discussing the Quality of Teaching & Learning, AM said that the school is pleased with the introduction of the new phonics programme, which is being delivered by a Phonics specialist.
Work is taking place on the new curriculum policy and teachers are reviewing the sequencing of their unit plans. Recent lesson observations have been very positive.
- e. In discussing staff recruitment, AM said that the school has found it difficult this year to attract the calibre of staff to provide the quality expected at the school. There is currently some inconsistency in teaching across the school, as there is with TA practice as well.
The school is working with an external School Improvement Partner and has reviewed the induction programme for TAs. The Best Practice Network are visiting the school tomorrow to present a plan for staff progression over the next 18 months.
AM advised that IMHS is to receive PGCE students from Southbank University and he has been invited to speak at the university. The school also has a relationship with the QMUL Social Work departments and Psychology department and the UEL Education department.
- f. The feedback from the Staff, Parent and Student surveys on Mental Health and Wellbeing was overall positive. One of the actions being taken forward from the survey analysis is that the school's Mental Health lead is working on a whole-school Mental Health plan.

- g. AM advised that there are 55 students on roll. Three students will be leaving: one to take a football qualification; one to join an apprenticeship scheme; and there is one managed move in process. Of the 11 referrals, six have moved on to the assessment stage. It is anticipated that the school will be above its PAN in the Summer term.
- h. Trustees noted the attendance at IMHS stands at 86.2%, which is close to the average for maintained schools and well above the National average for special schools.

ArtsX

- i. TA advised that he is looking into the possibility of starting a Pottery School at ArtsX and is in contact with the National Theatre on a proposal to have some of their online content available to ArtsX.
- j. MC said that the main priority at this time is on implementing a well-sequenced curriculum. The CLT are conscious that success will be best demonstrated through student outcomes. In considering the high number of students who did not achieve expected qualifications last year, the college has introduced entry level exams, so that students will have a qualification in the year and 95% of students have successfully passed. Work is now taking place around computer access for students for their L1, L2 and GCSE qualifications in the Summer term.
- k. There was a very positive response to the PSHE workshops on STDs, Healthy Relationships and Consent. These workshops were previously delivered separately to Male and Female students but are now delivered to all students together.
As part of showing that the school is an inclusive community, the school organised a whole school assembly on diversity and the different learning needs of students.
- l. To support careers education, the college has partnered with a local youth club, who support young people with employability skills and to prepare them for work experience. Two of the students were invited to a careers focussed residential trip in the Cotswolds for three days.
Students visited the Hyde Park barracks as part of a careers event organised by the army. The students learnt about the different career pathways available in the Army. There was much positive feedback received from parents about this trip and the parents have requested additional engagement for students in workshops organised by the army. The army have been asked to provide a team building workshop at their next visit to the school. Students have also visited the London Dungeons for a career aspirational day for the performing arts.
- m. MC said that there have been noticeable improvements in behaviour following the introduction of the updated Behaviour Policy. Students handing in their phones when they arrive has seen increased levels of engagement in lessons.
- n. Trustees noted that ArtsX attendance stands at 62.1%.

14:30 – Aine Markey arrived at this point.

- o. In discussing staffing issues, JW said that there is a need for a culture change in the college, for some teachers to understand that their role is beyond teaching their subject, but also includes providing pastoral support to students. TA suggested organising an event in the summer for staff from across the Trust.
- p. In response to questions on work around the priority to increase the roll at ArtsX, LD said that the CLT meet twice a week to discuss admissions. The assessment of student referrals is causing a delay. There are currently 14 students in the referral process.

MC said that there are seven students with EHCPs who do not wish to study performing arts subjects and the college must also look at matching the referred students to the curriculum offer.

Action 230327/03: The Data Dashboard for each establishment to be updated at each Board meeting and to include a summary chart of referrals received, and a trend analysis showing how many of the referrals are converted to placements. (AM, GK)

Action 230327/04: The Heads to bring **three** priority areas for discussion at future meetings. (AM, GK)

14:35 – Greg Arkus arrived at this point.

- q. TA recapped the discussion around the potential merger with the Beckmead Trust. Trustees noted that the Beckmead Trust is keen to maintain an LGB at each establishment.

14:40 – Tom Attwood left at this point.

- r. Trustees received the February Management accounts and acknowledged that the FAR Committee had recently met and reviewed the finances in detail.
In discussing Capital spend, JW said that there is a £30K spend required at IMHS to replace computer equipment. Much of this equipment is over 12 years old and long overdue replacement.

8. Policies & Documents:

- a. In discussing the Policy Review Schedule, LT said that several ArtsX policies were updated by JT, but these have not yet been brought to the Board for approval.
Trustees discussed how most operational policies do not require Board approval and agreed with the general principle that policy approval should be delegated to the lowest level that is permissible.

Action 230327/05: Policies that require Board approval to be prioritised and brought to the next meeting. (JW)

9. Any other Business:

- a. Trustees wished to record their thanks to Jesse White for steering the T4 Trust over the last 18 months and their best wishes for his future endeavours.
- b. Forward Agenda
 - Policy Review Schedule
 - ArtsX Event Planning
 - Trust-wide Marketing Plan

10. Next Meeting Date:

■ 22 May 2023

11. Any Confidential Items:

None.

12. Items for non-Staff only:

None.

The meeting closed at 15:05

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Chair

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Date

Decisions

Agreed: The Minutes of the meetings held on 15 December 2022 and 30 January 2023 were confirmed as true and accurate records.

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Actions carried over from previous meeting:

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Actions from this meeting:

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