

South Bank Multi Academy Trust

Trust Board

Minutes of the Meeting held on Monday 19 June 2017

6.00 pm at Woodthorpe Primary School

Present:	Edwin Thomas	Chair of Trustees
	Reuben Barrett	Non-Executive Trustees
	Martin Frost	
	Nicki Mitchell	
	Helen Priestley	
In attendance:	Trevor Burton	Headteacher (Millthorpe)
	Adam Cooper	Headteacher (Knavesmire)
	Anna Cornhill	Trust Principal and Headteacher (Scarcroft)
	James McGann	Headteacher (Woodthorpe)
	Rebecca Guest	Chief Finance Officer
	Lesley Buckley	Clerk to the Board of Trustees

1 WELCOME AND INTRODUCTIONS

- 1.1 The Chair welcomed attendees and introduced James McGann (Headteacher at Woodthorpe Primary), thanking him for both hosting tonight's meeting and the earlier tour of his school.

2 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

2.1 Absence

Apologies for absence, duly noted, had been received from Andrea Preston.

2.2 Declarations of Interest

There were no declarations of interest offered or recorded.

3 MINUTES OF THE TRUST BOARD MEETING 8 MAY 2017

- 3.1 The Clerk apologised that the minutes had not been produced in time for the send out of papers, which would be ready for the 11 July meeting.

4 MATTERS ARISING AND ACTION PLAN

4.1 Action Plan (Carried forward from 14 March 2017)

Action 4

Anna and Edwin had now completed the MAT prospectus/brochure which would be sent to Jonathan Deamer this week.

Action 5 (*complete*)

Trevor reported that the change to the website address had not been finalised. It had been agreed to keep both names for the time being.

4.2 Action Plan (Carried forward from 8 May 2017)

Item	By	Action	Date
4.3	Edwin	Action 1 Liaise with Trevor and Anna with regard to the HTG commissioning work for Jonathan Deamer.	ASAP
4.3	Anna Helen	Action 2 Agree a scope of work and hourly rate for Jonathan Deamer's work and discuss further with Trevor.	ASAP
5.2	Anna	Action 3 Anna to send possible meeting dates to the Performance Panel for consideration.	ASAP
10.6	Anna	Action 4 Write to Woodthorpe's Headteacher informing him of the MAT's decision. In addition, request that the next Trust Board meeting be held at Woodthorpe, with a tour of the school half an hour earlier.	ASAP
10.8	Edwin Anna	Action 5 Compose a letter to Acomb's Headteacher confirming the outcome of due diligence.	ASAP
15.2	Trevor	Action 6 Send dates of interviews for Millthorpe and York High Heads of School to Board members.	ASAP

5 TRUST PRINCIPAL'S REPORT (*paper previously issued*)

- 5.1 Anna had produced her report as a trial, to give Trustees a flavour of the work she had undertaken over the past six weeks. Anna suggested she wrote such a report for alternate meetings and was open to comments or questions. Trustees agreed that it was a very useful document and Anna should continue recording her work.

6 FINANCE UPDATE *(verbal)*

- 6.1 Becky gave a brief finance update, as the majority of those present had attended last week's Finance and Audit (F&A) meeting. Budgets had all been completed by individual schools and agreed with governing bodies. Approved at F&A last week, the 2017/18 start budget would be presented at the July Trust Board meeting for final approval.
- 6.2 Becky confirmed that the central finance team was now in place. They had experienced a few systems issues but help would be sought from the newly promoted Head of Customer Services at PSF, with whom we had previous contact.
- 6.3 Forrester Boyd, Chartered Accountants from Grimsby, conducted an internal audit two weeks previously, spending two days within each school. Their report, unavailable at the F&A meeting, had now been received. Becky tabled her summarised version. The auditors had been asked to look at four specific areas:
- weaknesses and security of the PSF accounting system;
 - effectiveness of the goods received process;
 - controls surrounding the review and authorisation of Payroll;
 - budget monitoring review process.

Highlighted concerns within their report were amber (moderate) and yellow (minor) and the central finance team were aware of all but two of these. The actions proposed would be implemented. Forrester Boyd's conclusion had been 'the overall controls in place are very strong and give a strong basis for the upcoming centralisation'. Becky offered to answer any questions.

Reuben asked whether there was a timescale for resolution of the remedial actions. Becky responded that she would meet with the Financial Controls & Systems Manager (Sheila Sweeting) to set up a timeline for the actions and would update the F&A Committee at their next meeting.

With regard to reconciliations, there were a number of control accounts on our balance sheet, such as payroll and salaries on to system, which were only looked at periodically and these should be reconciled monthly. Becky advised that this fell under Sheila's responsibility and would be checked monthly.

- 6.4 Anna reported that the Clerking discussions had not as yet been taken forward.

6.15 pm As there was no further input required from Becky, she left the meeting.

7 MAT DEVELOPMENT PLAN AND STRATEGY *(paper previously issued)*

7.1 MAT Development Plan Evaluation June 2017

Anna reported that the Plan and Strategy had been looked at as part of a brainstorming session at the HTG, but not as yet discussed with Becky. Held over from the May Trust

Board meeting, the document could now be looked at in more detail. Based on the development plan from last year, an evaluation column had been added and objectives 'ragged' as necessary. Anna ran through each of the objectives, explaining the 'red' entries and the reasoning behind any changes made. During the course of conversation, the following new changes were highlighted.

Objective 1 - date should read December 2016.

Objective 2 - with immediate effect, Woodthorpe would be involved in the curriculum discussions.

Anna asked Trustees whether they had any comments on the content of the evaluation column. Responses included:

Objective 3(c) - H&S Sub-Committee shown as a priority, but under criteria, 'not been deemed necessary to move forward' which was contradictory.

Objective 3(e) - all the mileposts shown 'red'. More thought needed to be given to creating 'actions'. Articulate some of the benefits offered to staff.

Consider '10 questions' staff survey/employee engagement and be committed to the engagement and outcomes.

Objective 4(d) - more to do in terms of articulating the offer.

Objective 5(b) - look at 'Autumn' and date newsletter to be distributed.

Agreed that further work needed by HTG on the MAT Development Plan, with assistance as required from Helen, Andrea and Reuben. Edwin thanked the HTG for their considerable input to date. **ACTION 1**

7.2 Strategy Document

Edwin stated that a lot of time had been spent on the strategy document. He had rewritten the priorities column, incorporating the Trustees' discussions from the Awayday, and Anna had added a three year plan, based on a suggestion from the Awayday. The document represented a very good first attempt but he felt that there was still work to be done in terms of understanding what the three year plan should look like. Trustees offered the following comments:

- in terms of senior leadership, the management structure needed to change within the three year plan;
- infrastructure should match the goal;
- growth was one of the few areas where you could have targets and more ambition needed;
- regularly visit growth strategy so that it became frequent dialogue, perhaps on a termly basis, such that we could progress and set goals;
- the MAT needed to be a community in its own right;
- cost benefit analysis to be completed for premises management, in-house HR and other possible central services;
- what were the next logical steps for services?

In terms of moving forward, Anna felt that the document should be considered again at HTG and she would try to put the strategy on the agenda for July's Trust Board.

ACTION 2

- 7.3 The Annual SWOTs Analysis document had been through HTG and Anna now sought feedback in order that it could be drawn down at CFO level. Trustees discussed the impact of the National Funding Formula for the MAT's secondary schools, which the CFO was fully aware of. A Trustee raised the point that we currently had a Chair whose contribution to the Trust was huge and free of charge. If for any reason the MAT lost the input of the Chair, it could be considered as a risk. The Chair responded that the enhanced Trust Principal role would reduce the workload required of the Chair. He was in the process of speaking to other Chairs to benchmark and ascertain how they would mitigate the risk.
- 7.4 Looking at the Reputation section of the SWOTs Analysis, Anna to enter 'gather stakeholder views', and use the document as a basis for drawing up next year's development plan. **ACTION 3**

8 YORK HIGH SCHOOL (*paper previously issued*)

- 8.1 Since the Trust Board meeting of 8 May 2017, the caveats discussed and agreed at that meeting had all been met and on that basis it had been deemed appropriate to proceed with the appointment of Heads of School at Millthorpe and York High.

The Chair requested that Trevor leave the meeting.

As a consequence of 8.1 above, it was also appropriate to formally approve the appointment of Trevor Burton as Executive Headteacher across both Millthorpe and York High schools.

Approved unanimously.

Trevor asked to re-join the meeting.

- 8.2 Trevor gave Trustees an update since the last Trust Board meeting, on his work with Rod Sims (the newly appointed Headteacher at York High), to enable a good start to the new academic year in September. Trustees had been looking at York High in terms of governance (Nicki) and Energise (Martin). With regard to contractual payments to be paid to the MAT, they needed to be put into a contract (together with indemnities against liabilities and other contractual terms). Trevor to contact Browne Jacobson, with support on terminology from Martin, to enable a contract to be in place by 1 September 2017, or sooner if possible. **ACTION 4**

9 ACOMB PRIMARY SCHOOL *(verbal)*

Minuted under 'Confidential' status.

10 COLLABORATIVE WORKING MODEL *(paper previously issued)*

- 10.1 The document was an attempt at producing a document to share with interested schools but also thinking about what might be asked of us in terms of commitment. The headings were the result of brainstorming at HTG. We wanted a document that talked about what collaborative working meant.
- 10.2 A Trustee asked how this document would feed into the brochure and would it align? Did it contain the information that governors and headteachers wanted to read? As soon as the brochure was finalised we should look at both again and try and marry them up. The working model should give you more information than the brochure. Anna responded that until the brochure was finalised, the two documents could not be compared. The collaborative working model was a document we needed as a MAT member, it crystalised our working and was implicit rather than explicit.
- 10.3 As a next step, the brochure should be finished and then both documents put to the HTG to consider purpose and looked at with a bias. In terms of timing, we should aim for it to be brought back to the September Trust Board. **ACTION 5**

11 SCARCROFT EXPANSION & MILLTHORPE MUGA *(paper previously issued)*

- 11.1 Anna had included on the agenda a letter from Mark Ellis confirming the Executive's agreement to basic need funding as follows:
- expenditure of an estimated £225k to enable Scarcroft to increase by 0.5 form of entry;
 - £26k of additional expenditure to increase the amount of play area on Scarcroft's school site (removal of car park spaces);
 - £1m for a full size multi use games area (MUGA) at Millthorpe (with additional car parking spaces).
- 11.2 Trevor stated that we would need to consult locally with the community regarding the siting of the MUGA.

12 MEMBERS AND LOCAL GOVERNING BOARDS *(verbal)*

- 12.1 There were no new governors to record.

- 12.2 Edwin reported that he had convened and attended the first Members' meeting on Wednesday 14 June. Unfortunately Alison Birkinshaw could not attend. All Members were extremely positive and very conscious of the responsibility they had taken on. Members were also keen to increase their knowledge of the MAT schools and wanted to be known and kept informed of headlines. They considered organising a large governors' 'jamboree' next term would be a good way of being visible and getting to know everybody, to include Governors from all the MAT schools and Trustees.
- 12.3 Members expressed their interest in attending a Trust Board meeting and it was agreed that in each school year, a Member would visit one meeting. As part of this process, Members would receive the agenda and papers for that meeting, which would enable them to see what Trustees received in terms of information. The next Members' meeting would be held in January 2018.
- 12.4 Members approved the Statement of Principles that the Trust Board had approved in February 2017. Members had asked the Chair to ensure that the changes to the Statement of Principles were explained clearly to staff and other stakeholders.

13 TRUST PRINCIPAL'S PERFORMANCE MANAGEMENT *(verbal)*

- 13.1 Anna updated Trustees on the progress of her performance management, in that she had proposed sample objectives to feed into the strategy document, with appropriate sections on evidence and success criteria. A discussion followed in which Trustees considered whether it was appropriate for the Trust Principal's performance management to be shared with Trustees, Headteachers and/or other staff. Trustees agreed that Edwin should seek further advice from both Andrea Preston and Graham Wilson (as an experienced Headteacher performance management adviser), and that whatever was agreed should be communicated to the Trustees at the July meeting. **ACTION 6**

14 ANY OTHER BUSINESS *(verbal)*

- 13.1 Edwin informed Trustees that the next meeting of the Trust Board would be on Tuesday 11 July, 6.00 pm at York High School.
- 13.2 Nicki had tried to arrange a meeting of the Education & Standards Committee, which was proving extremely difficult. Dates to be considered were 12, 18, 19, 20 July. Lesley to send out Doodle Poll.
- 13.2 A Trustees' meal would be arranged by Nicki (via Doodle Poll) to celebrate the end of the academic year.
- 13.3 There being no further business, the Chair declared the meeting closed at 8.45 pm.

ACTIONS

Item	By	Action	Date
7.1	HTG	Action 1 Further work required on the MAT Development Plan.	September
7.2	HTG	Action 2 Look at strategy document and bring to July Trust Board.	11 July
7.3	Anna	Action 3 SWOTs Analysis - gather stakeholder views.	September
8.2	Trevor	Action 4 Contact Browne Jacobson regarding York High contract.	September
10.3	HTG	Action 5 Collaborative Working Model and Prospectus/Brochure.	September
13.1	Edwin	Action 6 Revisit performance management document.	11 July

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Chair of South Bank Academy Trust