

# South Bank Multi Academy Trust

## Trust Board

Minutes of the Meeting held on Tuesday 24 October 2017

6.00 pm at Scarcroft Primary School

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Present:	Edwin Thomas	Chair of Trustees
	Reuben Barrett	
	Martin Frost	
	Nicki Mitchell	Non-Executive Trustees
	Helen Priestley	
	Jill Hodges	
	Paul Edwards	
	Graham Wilson	
Andrea Preston		
In attendance:	Anna Cornhill	Trust Principal and Headteacher (Scarcroft)
	Rebecca Guest	Chief Finance Officer
	James McGann	Headteacher Woodthorpe
	Sophie Triffitt	Clerk to the Board of Trustees

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### **1 WELCOME AND INTRODUCTIONS**

- 1.1 The Chair welcomed attendees.
- 1.2 The Chair informed trustees that there would be no tabling of papers unless a very urgent item arose after the release of the meeting pack to ensure time for consideration.

### **2 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

#### **2.1 Absence**

Apologies were received from Pat Boyle.

#### **2.2 Declarations of Interest**

Trustees were provided with Business Interest forms to complete and as an outcome of the recent audit would be asked for declarations of interest in meeting matters or changes to business interests at every meeting.



**3 MINUTES OF THE TRUST BOARD MEETING 11<sup>TH</sup> JULY 2017**

- 3.1 A trustee asked if the Acomb PSF costs were resolved. The Trust Principal confirmed a letter was issued and there has been no reply. It was agreed the minute should remain public.
- 3.2 Subject to the below changes the minutes were agreed as a true and accurate record of the meeting and to be signed by the Chair.
- 4.2, paragraph 3: financial management software not budget management software
  - Page 7, Helen and Rod did not leave the meeting
  - 8.1, should read ESFA not EFA

**4 MATTERS ARISING AND ACTION PLAN**

**4.1 Action Plan (Carried forward from 19 June 2017)**

Item	By	Action	Date
7.1	HTG	<b>Action 1</b> Further work required on the MAT Development Plan. <i>in hand.</i> On agenda.	September
7.3	Anna	<b>Action 3</b> SWOTs Analysis - gather stakeholder views. <i>Included in Action 1 above.</i> On agenda.	September
8.2	Trevor	<b>Action 4</b> Contact Browne Jacobson regarding York High contract. <i>Trevor had spoken to the Chair of York High's Governors, who was happy with the content of the contract. Trevor to progress, with an offer of input from Martin Frost if required. To be in place by September 2017.</i> The York High contract has not yet moved forward.	September

**4.2 Action Plan (from 11 July 2017)**

Item	By	Action	Date
5.3	Edwin	<b>Action 1</b> Consider and decide whether the Trust should propose a candidate as an RSC elected academy Headteacher. Edwin to send out web link to HTG.  The Knavesmire Headteacher was put forward but was not appointed.	21 July
7.2	Edwin	<b>Action 2</b> Arrange 'thank you' for finance staff on behalf of the board.  The Chair of Trustees delivered a cake and thanks to show appreciation. The CFO noted that the finance team appreciated the thanks.	
7.4	Nicki	<b>Action 3</b> Draft letter to the Headteacher of Acomb Primary and send to Anna for consideration. Complete.	September
10.1	Trevor, Anna & Edwin	<b>Action 4a &amp; b</b> Look at map for inclusion in Growth Strategy, and consider best way to present information.  Will be brought to the December meeting.	September

12.1	Nicki	<b>Action 5</b> Thank Jon Deamer for his work preparing the prospectus. Complete.	September
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4.3 There were no matters Arising

## **5 Trustee Appointment** *(verbal)*

5.1 Mr Wilson left the meeting.

5.2 Andrea Preston joined the meeting at 6.19pm.

5.3 Mr Wilson was elected as co-opted trustee for a term of four years from 1<sup>st</sup> September 2017.

5.4 Graham returned to the meeting.

## **6 TRUST PRINCIPALS REPORT** *(paper previously issued)*

6.1 In addition to the previously circulated report the Trust Principal explained that the teacher network planning is now in place with five networks initially for Year 2, Year 6, Early Years, SEN and Senior Leaders. This is the first element of collaboration below Headteacher level.

6.2 Mr Wilson asked if trustees are appointed to sit on any of those groups. The Trust Principal confirmed not at this stage but trustees would be welcome.

6.3 The Chair of Trustees looked forward to a progress report.

## **7 FINANCE**

7.1 The CFO reported that the external audit was undertaken by two auditors for a full week with the majority of time spent with the central team.

7.2 From the informal feedback three management points were raised one that was challenged and removed. This left two points to address:  
 -wording of holiday entitlement on support staff contract (TA's level 3 and 4), already aware of and changed but had not been issued so will re-issue revised copy.  
 -trustees business interest not up to date on website which is why trustees had forms emailed out. The CFO requested updates to business interests be noted as part of meeting agendas to have most up to date information.

7.3 The CFO reported that the pension liability of the trust for support staff was a £2.5m but has been reduced to £1m.

- 7.4 Year end monitoring as at 31<sup>st</sup> August 2017 shows each of the schools reporting better than budget, as expected the MAT is over budget due to the appointment of the Trust Principal and central team. There will be a detailed report at the finance committee.
- 7.5 Monthly monitoring using the Budget Monitoring Policy approved last July started this month and the CFO met with each Headteacher to review, the process has gone well and the Heads are happy with the report format.
- 7.6 The CFO informed trustees that the central team moved to their central office at Woodthorpe on 23<sup>rd</sup> October 2017. The financial move of Woodthorpe into the MAT went well, payroll looks ok and the CFO is working with the Business Manager at Woodthorpe to finalise budget for submission WC 6<sup>th</sup> November 2017.
- 7.7 The Chair of Trustees asked if the FMGS questionnaire will be straight forward. The CFO explained that it will still mainly be valid as many questions relate to trust level.
- 7.8 The CFO left the meeting at 6.29pm.

## **8 York High Update**

- 8.1 In the absence of Mr Burton Ms Mitchell updated trustees on York High explaining that she will be meeting regularly with the Executive Headteacher and Head of School.
- Progress is being made but there are some staffing issues.
  - Non negotiables have been introduced for teachers and students.
  - There is a training day on 27<sup>th</sup> October 2017 with bespoke sessions for individual development identified through observations.
  - The Head of School is performing well.
  - An external view of governance and progress is being sought through a qualified Ofsted inspector for leadership judgements and then in the spring term around quality of teaching and learning and assessment by SLT.
- 8.2 Ms Mitchell informed trustees that the Regional School Commissioner now has enhanced documentation expectations for the £150k sponsor capacity grant. The Trust Principal was confident the information is accessible.
- 8.3 Ms Mitchell reported that the Executive Headteacher has put some ambitious targets in place and there is a sense of energy and enthusiasm.
- 8.4 Mr McGann asked how recruitment had gone. Ms Mitchell explained that leadership was ok, there was provision in place for an Assistant Head but due to budget deficit the decision was taken not to recruit. Recruitment at other levels has been difficult.
- 8.5 Ms Mitchell reported that Science and Modern Languages are key subject areas for development.

- 8.6 The Chair of Trustees asked if there is an improvement plan with milestones and success criteria to monitor progress against. A trustee said there should be a statement of action following special measures which has to have outcomes and success criteria. Ms Mitchell confirmed there is a school development plan and target setting document.
- 8.7 Trustees asked for a key points update to be reported for every meeting.

**Action:** Mr Burton to confirm if the responsibility for the statement of action is with the LA or Trust and produce a York High key points update for each Trust Board meeting.

## **9 Away day Update** (*paper previously issued*)

- 9.1 The Chair of Trustees thanked everyone for attending and asked if there were any comments to add to the summary notes and actions of the day.
- 9.2 Ms Hodges noted that there had been discussion about the diagram, roles and responsibilities of the trust and local governing body and suggested it would be useful to have these.
- 9.3 Ms Priestley noted that the issue of excellence is important and it would be useful to give consideration and document what South Bank consider as excellence as an ambition, what we do to deliver excellence for our students.
- 9.4 The Chair of Trustees asked for a general view on action 3.6 *Investigate possibility of forming a Trust-wide Health & Safety and Safeguarding Committee*. Ms Priestley said it felt it was a priority for Headteachers that day but as a trustee is unclear why priority would change. The Trust Principal explained there is a legal requirement for a financial and standards committee but health and safety and safe guarding are also key priorities. Ms Priestley felt it would be useful to have some context and proposals of how it could be done.
- 9.5 It was agreed to include the away day actions as part of the trust board action log.

## **10 Education and Standards Committee Report** (*paper previously issued*)

- 10.1 The Trust Principal explained that she had provided a summary in line with the terms of reference, it was agreed that going forward a verbal report would suffice and to update the Terms of Reference to reflect this.
- 10.2 Ms Mitchell reported that the focus of the meeting was on data, primary SATs results in particular writing progress at Scarcroft and a verbal report from the working group appointed at the previous meeting to work with Scarcroft. Mr Burton tabled the secondary data as the comparators were only released the day before the meeting, Millthorpe outcomes were not as good as they have been in previous years with the detail held in the minutes which will be circulated when agreed.

- 10.3 Ms Mitchell explained that the Scarcroft Writing Risk Report demonstrates a detailed plan with good interventions and monitoring to ensure the plan is followed and there is a need to ensure progress is reported back to trustees regularly.
- 10.4 Ms Priestley asked how Scarcroft ensure the plan is followed if there is cover teaching for absence. The Trust Principal explained there is always a parallel class with the two form entry and plans are in place with supply following planning.
- 10.5 A Trustee noted that there was little mention in the action plan of governors and questioned if they should be included in action and monitoring. The Trust Principal confirmed the full plan has been submitted to the standards committee and there is another layer that links to governance, potentially there is more governors could be doing through school visits. The Chair of Trustees explained that for this year the trust board are undertaking the governance challenge and monitoring to ensure the plan is delivered, making an impact and ensuring effective quality assurance. The Trust Principal confirmed that only four governors attended the Scarcroft speed governor event which is where governors get the opportunity to talk to staff and look in books. Ms Priestley noted that this element is very much the delivery in classroom and the expert elements.
- 10.6 The Chair of Trustees emphasised that with the focus on Writing the other subject areas can not start to drop. The Trust Principal confirmed Maths is included on the school improvement plan to ensure this doesn't happen.
- 10.7 Mr Edwards noted that the Writing model has changed to a best fit outcome. The Trust Principal explained there was not a lot of guidance yet. Mr McGann added that the change would be reflected in the national data as well.
- 10.8 It was confirmed that the standards committee chair and Trust Principal would be meeting to review the action plan and report back to the standards committee.
- 10.9 Governors discussed the previously circulated draft letter for the Scarcroft Chair of Governors and it was agreed for the Chair of Trustees to redraft the letter to highlight the risk of being designated coasting, the trust are considering suspending autonomy, there is an intervention support plan, the LGB remains accountable for standards, the trust will provide support, progress will be monitored regularly, dependent on the progress the trust may implement a suspension of earned autonomy and give a deadline for review.
- 11 Standards Monitoring Procedure** *(previously issued)*
- 11.1 The Trust Principal suggested adding a numerical grading, in line with the RSC recommendation for a clear sense of risks, instead of good or outstanding, with the recommendation coming from the Headteacher Group with sign off at trust level.
- 11.2 In reference to appendix 1 review form, question 7, Ms Hodges questioned how trustees will know what is being used to demonstrate the school are delivering good progress,

what will it be measured against, benchmarks, evidence base, how the targets represent good progress and how governors will know the school is on its way to achieving these targets.

- 11.3 It was agreed to amend appendix one to include clarity on what was done to monitor standards in the previous year, benchmarking, success and best practice, a retrospective on previous year and looking forward for current academic year.
- 11.4 Trustees felt it was very useful and agreed to implement and to include the change to a numerical grading for the schools and to review the process in one year.
- 11.5 **Action:** Trust Principal to agree with Mr Burton when to schedule the standards committee in line with secondary data.
- 11.6 **Action:** Trust Principal to update the standards monitoring procedure and circulate for inclusion on next FGB agendas with a deadline of 16<sup>th</sup> January 2018 for return of appendix 1 in time for the next standards committee meeting.

## **12 DRAFT MAT DEVELOPMENT PLAN** *(previously issued)*

- 12.1 Trustees agreed the MAT Development Plan. It was agreed to amend the milepost in objective three 'role of the Trust Principal is evaluated' to spring.

## **13 COMMUNICATION STRATEGY PAPER** *(previously issued)*

- 13.1 Mr Barrett suggested that managing marketing and communications centrally could be a selling point to attracting other schools into the MAT. Ms Priestley noted that MAT competitors have a central person managing marketing and communications. The Trust Principal noted that the message to schools is that South Bank MAT keeps the children at the heart and are keeping central services lean.
- 13.2 The Chair of Trustees proposed that the Headteacher group answer the discussion questions at the end of the paper and feed back to the trust board at the next meeting.

## **14 POLICIES** *(previously issued)*

### **14.1 Pay Policy.**

The Trust Principal reported that the recommendation of 2% pay increase for main scale and 1% for all other levels is in line with local and national recommendations. The Trust Principal confirmed the impact of this for the individual schools will be:

Knavesmire - £2,759

Millthorpe - £6,534

Scarcroft - £3,193

Woodthorpe - £5,115

Overall MAT impact - £17,601

All schools have a healthy budget carry forward with the biggest impact on carry forward to the Millthorpe budget.

14.2 The Trust Principal noted:

- Item 4.5.4, was picked up by internal auditors and teachers need to be issued with their annual pay statement.
  - Page 10, there is a requirement from the pay and conditions document to carry out benchmarking.
  - Item 17: section included on long service awards, has been through the Headteacher Group and checked with the CFO to confirm it is in line with accounting rules.
  - Item 17.2: Confirmed that from year five support staff move permanently from 44 weeks pay to 45 weeks.
- Action:** It was agreed to reword item 17.2 to mirror contracts and include wording in 21.1.5 'where a TA2 is asked to prepare work they are given time'.
- The central team are preparing a system for generating statements for all staff.

14.3 Trustees agreed the policy and the 2% for main scale and 1% for all other levels.

14.4 Draft Admissions Policy.

Governors agreed the draft policy in line with the agreement to continue to be aligned with the arrangements of all other non-faith schools across the city and will take part in the joint consultation for 2019-20 starting in October 2017.

14.5 Trust Principal to check with Tom Chamberlain at the LA the reasoning behind including section 5 page 6 accelerated entries.

**15 SCHEME OF DELEGATION** *(previously issued)*

15.1 Trustees agreed the scheme of delegation subject to the reference to 'Chair' in item 2.3.1 being removed and item 7.5 wording to mirror the academy handbook that two people can be Chair or Vice Chair.

15.2 **Action:** Trust Principal to upload the updated scheme of delegation to the website and circulate for information to governing bodies.

**16 SUB COMMITTEE TERMS OF REFERENCE AND MEMBERSHIP** *(previously issued)*

16.1 Finance and Audit Committee Terms of Reference were agreed subject to:

- agreed to keep health and safety and audit as is until December.
- agreed it was useful to have a schedule of business included.
- agreed to remove maximum number of members.
- agreed quorum will be three or more



- 16.2 Finance and Audit Committee Membership was agreed as five trustees; Reuben Barrett, Martin Frost, Helen Priestley, Edwin Thomas, Paul Edwards and two local governors; David O'Brien and Katie Hurrell.
- 16.3 Mr Barrett was appointed as Finance and Audit Committee Chair.
- 16.4 Education and Standards Committee Terms of Reference were agreed subject to:
- agreed to remove maximum number of members.
  - agreed quorum will be three or more
  - agreed to keep pupil premium.
  - agreed to remove curriculum as covered in SoD.
  - agreed to include a catch all phrase '*can review and act upon any concerns related to PP, SEN, CPD.....*'
- 16.5 Education and Standards Committee Membership was agreed as six trustees; Nicki Mitchell, Andrea Preston, Edwin Thomas, Jill Hodges, Pat Boyle, Graham Wilson and one local governor; Tamasin Greenough-Graham.
- 16.6 Ms Hodges was appointed as Education and Standards Committee Chair.

**17 LGB Business** (*previously issued*)

17.1 There were no matters from LGBs.

17.2 Trustees approved the below Chair and Vice Chair positions and appointment of governors with continuous service:

	<b>Knavesmire</b>	<b>Woodthorpe</b>	<b>Scarcroft</b>	<b>Millthorpe</b>	<b>York High</b>
Chair	Tanya Wheatley	Amanda Atkins	Tracey Kuhn	Bill Schofield	Tricia Miller
Vice Chair	David Borlase David O'Brien	Candi Colbourn	Emily Robinson	Tim Moat	Nicki Mitchell
Governors	Ann Cox (Co-opted)	HT: James McGann Staff: Vacancy Parent: Amanda Atkins Parent: Vacancy Co-opted: Jenny Parker Co-opted: Pippa Hammond Co-opted: Ollie Mountain Co-opted: Tracey Elliott Co-opted: Candi Colbourn Co-opted: Steve Waddington Co-opted: Hannah Smithson Co-opted: Phil Cooke Co-opted: Rev Luke Tillett Co-opted: Vacancy	Nick How (Co-opted)		

**17.3 Code of Conduct**

The Code of Conduct is based on the NGA model with the inclusion of item 3.4 that business be clearly recorded and to not conduct business outside of constituted meetings with appendix 2 detailing the process of addressing breaches of the code of conduct.



- 17.4 It was agreed that item 4.5 be updated to read that all visits be arranged in advance with the school not the Headteacher.
- 17.5 Ms Preston suggested the inclusion of a separate section that a serious breach would result in instant removal from a governing body and agreed to provide suggested wording.
- 17.6 Trustees agreed the code of conduct subject to the above amends with an annual review.
- 17.7 **Action:** Adapt the code of conduct for trustees.
- 17.8 It was agreed the Code of Conduct would be circulated as good practice as an FGB agenda item and replaces the code of conduct they would have had as a maintained school. Going forward it will form part of the induction pack. Trustees agreed they would want to compliment the Code of Conduct with a framework of what constitutes good practice.

**18 ANY OTHER BUSINESS**

- 18.1 Trustees approved the change in registered business address from Millthorpe to Woodthorpe.

The meeting closed at 9.10pm.

**ACTIONS**

Carried forward from 11 July 2017:

Item	By	Action	Date
10.1	Trevor, Anna & Edwin	<b>Action 4a &amp; b</b> Look at map for inclusion in Growth Strategy, and consider best way to present information.	September

Carried forward from 19 June 2017:

Item	By	Action	Date
8.2	Trevor	<b>Action 4</b> Contact Browne Jacobson regarding York High contract. <i>Trevor had spoken to the Chair of York High's Governors, who was happy with the content of the contract. Trevor to progress, with an offer of input from Martin Frost if required. To be in place by September 2017.</i>	September

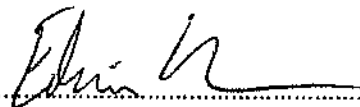
24<sup>th</sup> October 2017

Item	By	Action	Date
8.7	Trevor	<b>Action 1</b> confirm if the responsibility for the statement of action is with the LA or Trust and produce a York High key points update for each Trust Board meeting.	December
11.5	Anna	<b>Action 2</b>	December

		Agree with Mr Burton when to schedule the standards committee in line with secondary data.	
11.6	Anna	<b>Action 3</b> Update the standards monitoring procedure and circulate for inclusion on next FGB agendas with a deadline of 16 <sup>th</sup> January 2018 for return of appendix 1 in time for the next standards committee meeting.	Complete
14.2	Anna	<b>Action 4</b> Pay Policy: Reword item 17.2 to mirror contracts and include wording in 21.1.5 ' <i>where a TA2 is asked to prepare work they are given time</i> '.	November
15.2	Anna	<b>Action 5</b> Upload the updated scheme of delegation to the website and circulate for information to governing bodies.	November
17.7	Edwin	<b>Action 6</b> Adapt the code of conduct for trustees.	December

#### Away Day 30<sup>th</sup> September 2017

Item	By	Action	Date
2.2	Edwin / Anna	<b>Action 1</b> Approve and implement the Standards Monitoring Procedure	Complete
2.3	HTG	<b>Action 2</b> Consider a framework for rewarding/recognising school staff who contribute across the MAT	12/12/2017
3.2	HTG / Board	<b>Action 3</b> Consider a staffing structure that would create sufficient capacity for school improvement – e.g. Standards Officer or School Improvement Director	06/03/2018
3.3	Edwin	<b>Action 4</b> Find opportunities to involve chairs of governors more in the Trust's strategic decision making	24/04/2018
3.5	HTG	<b>Action 5</b> Review and revise the HTG's terms of reference to ensure they reflect current practice	12/12/2017
3.6	Anna / Edwin	<b>Action 6</b> Investigate possibility of forming a Trust-wide Health & Safety and Safeguarding Committee	12/12/2017
3.7	Edwin	<b>Action 7</b> Investigate the possibility of commissioning an external review of governance of all Trust schools	24/10/2017
4.4	HTG / Board	<b>Action 8</b> Determine ambitious targets for school performance over the medium/long term	06/02/2018



Chair of South Bank Academy Trust

