

South Bank Multi Academy Trust

Trust Board

Minutes of the Meeting held on Tuesday 12 December 2017

6.00 pm at Millthorpe Secondary School

Present:	Edwin Thomas	Chair of Trustees
	Reuben Barrett	
	Pat Boyle	
	Martin Frost	
	Nicki Mitchell	Non-Executive Trustees
	Helen Priestley	
	Jill Hodges	
Graham Wilson		
In attendance:	Trevor Burton	Executive Headteacher
	Adam Cooper	Headteacher Knavesmire
	Rebecca Guest	Chief Finance Officer
	Sophie Triffitt	Clerk to the Board of Trustees

1 WELCOME AND INTRODUCTIONS

1.1 The Chair welcomed attendees...

2 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST AND CHANGES TO BUSINESS INTEREST FORMS

2.1 Absence

Apologies were received from Anna Cornhill, Andrea Preston and Paul Edwards.

2.2 Declarations of Interest

There were no declarations of interest in addition to those recorded on business interest forms. The Chair requested that the forms be brought to every meeting for Trustees to review and update.

3 MINUTES OF THE TRUST BOARD MEETING 24TH OCTOBER 2017

3.1 The minutes were agreed as a true and accurate record of the meeting and were signed by the Chair.

4 MATTERS ARISING AND ACTION PLAN

4.1 Action Plan (from 11 July 2017)

Item	By	Action	Date
10.1	Trevor, Anna & Edwin	Action 4a & b Look at map for inclusion in Growth Strategy, and consider best way to present information.	On agenda

4.2 Action Plan (from 19 June 2017)

Item	By	Action	Date
8.2	Trevor	Action 4 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> <i>It was agreed there will be no contract, the arrangement is in place and is covered by the Memorandum of Understanding.</i>	Closed

4.3 Action Plan (from 24 October 2017)

Item	By	Action	Date
8.7	Trevor	Action 1 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. <i>Headteacher confirmed responsibility would be with the school.</i>	Closed
11.5	Anna	Action 2 Agree with Mr Burton when to schedule the standards committee in line with secondary data. <i>Headteacher Group is proposing a schedule to the Education and Standards Committee.</i>	Closed
11.6	Anna	Action 3 Update the standards monitoring procedure and circulate for inclusion on next FGB agendas with a deadline of 16 th January 2018 for return of appendix 1 in time for the next standards committee meeting.	Complete
13.2	HTG	Action added in on review of the minutes To review the communication paper and formulate next steps	06/02/18
14.2	Anna	Action 4 Pay Policy: 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'.	Complete
15.2	Anna	Action 5 Upload the updated scheme of delegation to the website and circulate for information to governing bodies.	Complete
17.7	Edwin	Action 6 Adapt the code of conduct for trustees.	On agenda
8.8	Nicki	Confidential Minute Action It was confirmed that the Chair of Trustees and Mrs Mitchell are meeting with the Assistant Director, Education and Skills.	Closed

4.4 Action Plan (Away Day 30 September 2017)

Item	By	Action	Date
2.2	Edwin / Anna	Action 1 Approve and implement the Standards Monitoring Procedure	Complete
2.3	HTG	Action 2 Consider a framework for rewarding/recognising school staff who contribute across the MAT	12/12/2017
3.2	HTG / Board	Action 3 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	Action 4 Find opportunities to involve chairs of governors more in the Trust's strategic decision making	24/04/2018
3.5	HTG	Action 5 Review and revise the HTG's terms of reference to ensure they reflect current practice	On agenda
3.6	Anna / Edwin	Action 6 Investigate possibility of forming a Trust-wide Health & Safety and Safeguarding Committee. <i>Will be discussed under Health and Safety.</i>	12/12/2017
3.7	Edwin	Action 7 Investigate the possibility of commissioning an external review of governance of all Trust schools <i>The Chair of Trustees confirmed this would be at a cost of several thousand pounds and it was agreed this was not needed at this stage.</i>	24/10/2017
4.4	HTG / Board	Action 8 Determine ambitious targets for school performance over the medium/long term	06/02/2018

4.5 There were no matters Arising

5 TRUST PRINCIPAL'S REPORT *(verbal)*

5.1 The Knavesmire Headteacher reported that Headteacher peer reviews are complete, network meetings have started and are being positively received, the Headteacher Group meet regularly, CIF bids submitted for Woodthorpe, Knavesmire and Millthorpe and an MDIF bid to explore provision of Business Manager services.

6 FINANCE UPDATE *(verbal)*

6.1 The CFO reported that:

- The annual accounts return for the DfE has been submitted.
- Due to timing of funding with CYC the Woodthorpe budget will report worse than reality but with 10% reserves which will diminish over two years.
- York High is reporting a £320k deficit which at the point of conversion will be written off by CYC and the budget plan delivers a surplus by year three.

- Budget monitoring so far this year excluding York High funding, is in a good position with a £40k positive variance with additional funding for SEN, school improvement and Scarcroft after school club where uptake is high.
- The registered address has now changed to Woodthorpe.

6.2 CYC released national funding formula numbers and all schools receive an increase in funding with Knavesmire receiving the greatest increase and York High the least at 5.3% and the increase will cover increasing staff costs. The Executive Headteacher explained that York receives increased funding but is the least well funded local authority nationally per pupil. Mrs Priestley asked if this was an historic LA decision. The Executive Headteacher explained that in the new national funding formula there is a local area adjustment which for York is very poor as there is not the same deprivation as some areas and whilst York should be in the bottom half being the very bottom is hard and if the public sector pay cap is removed with no funding it will make it harder for schools. Mrs Priestley questioned if this is something the trust need to address. The Executive Headteacher informed trustees that CYC worked with F40 to 'bang the drum' and whilst some of the group got a substantial increase York did not.

7 FINANCE AUDIT COMMITTEE REPORT

7.1 Sign off for Annual Report Following External Audit (paper previously circulated)

The Committee Chair reported that the committee received a thorough presentation of the audit report from the auditors and directed trustees to page 11 Reserves Policy with the £320k reserve aim and the trust is now in line with this. The auditors gave positive feedback on the management accounts and trustees should have confidence in the information provided from the CFO. There were three amber rated issues, which was confirmed as very low, 1. Register of interests not being updated, 2. Information between Companies House and resignations on internal documents, 3. Staff contract note which was in hand and now resolved.

7.2 The Committee Chair summarised that overall it was a very good report and on behalf of the committee and the board recorded thanks to the CFO and her team for the excellent outcome and diligence throughout the year.

7.3 Trustees formally approved the report for submission to Companies House and the DfE.

8 TRUST LEVY REVIEW (paper previously issued)

8.1 Trustees discussed a proposal from Millthorpe governors for revising the way the levy is calculated.

- 8.2 Trustees had a full and frank discussion on the points raised by Millthorpe governors. Trustees emphasised the need for the levy to be fair, and for all schools to feel that they were gaining by being part of the MAT. It was recognised that Millthorpe had provided significant resource to the Trust in its first year, but that some financial benefits of the MAT were implicit rather than explicit. The loss of ESG funding has made all schools' financial position more difficult.
- 8.3 Trustees agreed that any decision should be in line with the Trust's values, especially in terms of delivering value for money and – most importantly – supporting educational outcomes. Trustees felt the MAT should be proud of its financial excellence (as recognised in the audit), and that comparators show our central team is lean. Strong financial controls underpin a strong MAT and support educational excellence.
- 8.4 Trustees agreed that they required more information before they could make a decision, particularly on how any change would impact schools across the MAT. Any new solution must be a coherent system rather than an ad-hoc arrangement.
- 8.5 **Action:** TP, CFO and HTG to investigate different models/mechanism to calculate the levy and provide a proposal to the Trust Board if there is a proposal that seems fairer than the current flat rate.
- 8.6 **Action:** Chair of Trustees to write to Millthorpe governors with an update.

The CFO left the meeting at 7.47pm.

9 EDUCATION AND STANDARDS COMMITTEE REPORT *(verbal)*

- 9.1 The Committee Chair reported that focus at the meeting was on the role and remit on standards of the various levels of monitoring within the trust (board, committee, LGB), the role of the trust and holding governors to account and ensuring accountability without duplication. The committee discussed focus on rigour and being confident there is appropriate challenge and support at LGB level. The Trust Principal is working on example questioning at different levels using dummy data. The Committee Chair took an action to read LGB minutes and papers relating to standards and report back to the committee and Mrs Mitchell will be attending governor meetings.
- 9.2 The Committee Chair confirmed that the Executive Headteacher had provided a detailed analysis for Millthorpe and York High and presented an updated standards dashboard and the committee discussed including trends and subject data on the dashboard and the Headteacher Group is looking at the meeting schedule in line with data releases.

10 TRUST SCHOOL IMPROVEMENT STRATEGY *(paper previously issued)*

- 10.1 Mrs Hodges questioned the wording on page 6 B2 performance category and why a school would be judged as good if at risk of being coasting.
- 10.2 **Action:** Headteacher Group to look at the descriptor wording of B2 performance category on page 6.
- 10.3 The Executive Headteacher suggested that as the trust grows there needs to be a mechanism for how a judgement is arrived at and the Chair of Trustees suggested focus on how the trust can deliver the support and finance behind any school improvement capacity.

11 YORK HIGH UPDATE *(paper previously issued)*

- 11.1 The Executive Headteacher reported that it has been really useful engaging a HMI to support observations and has backed up SLT judgements and helped identify common themes including lack of challenge, ambition and questioning. Overall teaching is Requires Improvement and Good. A summary of the observation process is available to share with E&S committee and Pre Public Exam data will be available WC 18th December.
- 11.2 The SLT structure in place is working, training is focused on building review into every lesson and independent practice and observations will take place again in spring and summer term.
- 11.3 Mark Wilson has been engaged to undertake a mock monitoring visit for an external appraisal.
- 11.4 The Executive Headteacher shared the three year targets with trustees and explained that class teachers have been provided with clear individual pupil targets for achieving at least national averages.
- 11.5 The Executive Headteacher shared the budget priorities explaining that SLT has reduced from 5.8 to 4.2 FTE employees which is an acceptable level of risk given the personnel in place. There is still need to save £115k and plans to recover the budget include a change to the pastoral leader structure reducing from five (year alignment) to four (house alignment) and loss of 1.5 teachers.

- 11.6 The Chair of Trustees requested that the next report includes three year numbers for standards and budget figures as headlines to allow assessment against milestones.
- 11.7 In response to a trustee the Executive Headteacher confirmed that CYC expect York High to be full in September 2018 (180) with the budget based on this year's intake of 170.
- 11.8 The Chair of Trustees reported that he spent a morning at York High with the Executive Headteacher and found it very useful to support understanding of York High challenges and needs.

12 GROWTH STRATEGY *(paper previously issued)*

- 12.1 Trustees approved the expansion strategy for one year.

13 TEACHING SCHOOLS PAPER *(paper previously issued)*

- 13.1 The Chair of Trustees noted that the current thinking from the DfE is that teaching schools will be a key part of school improvement. The Executive Headteacher provided feedback from the Headteacher Group that there would not be the capacity to deliver at the moment. The Chair of Trustees asked if the Headteacher Group discussed potential of joining one of the Teaching Schools already in place in York and it was confirmed not.
- 13.2 The Executive Headteacher asked what the benefit would be, there would be PGCE tuition fees as an income stream but would need a lot of infrastructure in place and could be a risk. Mr Wilson added that a benefit would be that the teaching profile would increase and would support recruitment. The Executive Headteacher felt managing a secondary teaching school in addition to trying to turn round York High would be unmanageable at this time.
- 13.3 It was agreed that if the decision was taken to progress then it would need to be done to a high standard to develop strong teachers.
- 13.4 The headteachers confirmed that schools are already maximising partnerships and relationships with teaching schools.
- 13.5 Trustees confirmed they understand the merits and agreed to revisit the teaching school discussion when there is greater capacity. It was agreed that the Headteacher Group will have a watching brief to bring back to trustees if any opportunities present themselves.

14 STAFF SURVEY *(paper previously issued)*

- 14.1 Trustees noted the positive responses to 'I am proud to be a member of staff at this school' and asked what was being done with the information. Mr Cooper informed trustees that results have been discussed at LGB and Headteacher Group and there is individual school focus and action. Trustees requested that the next survey includes the percentage of staff that completed and the category of staff.
- 14.2 **Action:** Trust wide staff survey comparison to be issued to all governing bodies.
- 14.3 A trustee asked what the 4% and 3% disagree to 'children are safe at this school' means and is there any action needed. The Executive Headteacher explained that the survey used the Ofsted questions and as the responses are anonymous it is difficult to follow up on individual responses. However, he was confident that they did not relate to safeguarding concerns. Staff are aware of their duty to report safeguarding issues, and all staff repeated their safeguarding awareness training in September at the start of the school year.
- 14.4 It was discussed that there could be context around perception of behaviour and management for some individuals. Trustees noted that it is positive that headteachers are open and transparent with the process.

15 LGB BUSINESS

15.1 Scarcroft Headteacher Recruitment

The Chair of Trustees explained that when the trust was established it was agreed that Headteacher recruitment would be a governor led process with a trustee and another Headteacher on the panel. A governor has asked if trustees wanted to take a more strategic or hands on involvement in the Scarcroft Headteacher recruitment. The Knavesmire Headteacher informed trustees that he and the Woodthorpe Headteacher have been invited to a Scarcroft staffing committee who are leading on the recruitment to inform the process and support discussion.

- 15.2 It was agreed that the Scheme of Delegation gives responsibility to the governing body with approval by the trust but informal discussion giving consideration to a range of options could be useful.
- 15.3 A trustee asked under what circumstances the trust would apply a veto. It was agreed that having open conversation early in the process and having a trustee representative should avoid this.

15.4 **Resolution:** Helen Priestley was appointed as the trustee representative to the Scarcroft Headteacher recruitment.

15.5 **Action:** HTG to decide the Headteacher representative to the Scarcroft Headteacher recruitment.

15.6 Matters from LGB

The Chair of Trustees reported that the letter concerning Scarcroft's writing results was issued to Scarcroft governors and governors responded positively. There was willingness to see this as an opportunity to improve governance.

15.7 Objections raised at governor level to the code of conduct were discussed and trustees appreciated the healthy challenge. It was agreed to revisit the Governor Code of Conduct in April 2018.

15.8 **Action:** Review Governor Code of Conduct at the April meeting.

15.9 LGB Appointments

Trustees approved the below Vice Chair and governor appointments:

	Woodthorpe	Scarcroft	Millthorpe
Vice Chair		Nick How	Tim Moat
Governors	Staff: Ash Atherton Co-opted: Amanda Atkins	Co-opted: Catherine Burgess	

16 HEADTEACHER GROUP TERMS OF REFERENCE (*paper previously issued*)

16.1 Trustees approved the Headteacher Group Terms of Reference.

17 CORPORATE BUSINESS PLAN (*paper previously issued*)

17.1 Trustees accepted the Corporate Business Plan.

18 POLICIES

18.1 Equalities Policy

Trustees approved the Equalities Policy.

18.2 Health and Safety Policy

Trustees approved the Health and Safety Policy.



18.3 **Action:** Headteacher Group to review how trustees can ensure *7.1 it is the responsibility of the Trustees to ensure that the effective management of Health & Safety in each academy is overseen by the Local Governing Board.*

18.4 Whistleblowing Policy

Trustees approved the Whistleblowing Policy subject to it reading 'broadly follows' not 'marginally'.

18.5 Trustee Code of Conduct

Trustees approved the Trustee Code of Conduct and agreed to signing the declaration.

19 ANY OTHER BUSINESS

19.1 Signing of New School Documents

It was confirmed that any director of the trust is empowered to sign the documents for a new school joining the MAT.

The meeting closed at 9.33pm.

ACTIONS
Away Day 30th September 2017

Item	By	Action	Date
2.3	HTG	Action 2 Consider a framework for rewarding/recognising school staff who contribute across the MAT	06/03/2018
3.2	HTG / Board	Action 3 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	Action 4 Find opportunities to involve chairs of governors more in the Trust's strategic decision making	24/04/2018
4.4	HTG / Board	Action 8 Determine ambitious targets for school performance over the medium/long term	06/02/2018

24th October 2017

Item	By	Action	Date
13.2	HTG	Action added on review of the minutes To review the communication paper and formulate next steps	06/02/18

12th December 2017

Item	By	Action	Date
8.5	TP, CFO, HTG	Investigate different models/mechanism to calculate the levy and provide a proposal to the Trust Board if there is a proposal that seems fairer than the current 2.1% flat rate.	06/02/18
8.6	ET	Millthorpe Levy - write to Millthorpe governors with an update.	Dec 17
10.2	HTG	School Improvement Strategy - look at the descriptor wording of B2 performance category on page 6.	06/02/18
14.2	Clerk	Trust wide staff survey comparison to be issued to all governing bodies.	06/02/18
15.5	HTG	Decide the Headteacher representative to the Scarcroft Headteacher recruitment.	Dec 17
15.8	TB	Review Governor Code of Conduct at the April meeting.	April 18
18.3	HTG	Health & Safety Policy - review how trustees can ensure <i>7.1 It is the responsibility of the Trustees to ensure that the effective management of Health & Safety in each academy is overseen by the Local Governing Board.</i>	06/02/18


Chair of South Bank Academy Trust

