

South Bank Multi Academy Trust

Trust Board

Minutes of the Meeting held on Tuesday 6 February 2018

6.00 pm at Knavesmire Primary School

Present:	Edwin Thomas Pat Boyle Paul Edwards Martin Frost Jill Hodges Nicki Mitchell Andrea Preston Helen Priestley Graham Wilson	Chair of Trustees Non-Executive Trustees
In attendance:	Trevor Burton Anna Cornhill Adam Cooper Rebecca Guest Peter Quinn Sophie Triffitt	Executive Headteacher Headteacher Scarcroft / Trust Principal Headteacher Knavesmire Chief Finance Officer Member 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 Reuben Barrett.

2.2 Declarations of Interest
Trustees updated their Business Interest Forms.

3 MINUTES OF THE TRUST BOARD MEETING 12 DECEMBER 2017

3.1 The minutes were approved subject to agreed amends.

4 MATTERS ARISING AND ACTION PLAN

4.1 Action Plan (Away Day 30 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	03/03/2018

4.2 Action Plan (from 24 October 2017)

Item	By	Action	Date
13.2	HTG	To review the communication paper and formulate next steps Included as part of meeting agenda.	06/02/18

4.3 Action Plan (from 12 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. Included as part of meeting agenda.	06/02/18
8.6	ET	Millthorpe Levy - write to Millthorpe governors with an update.	Complete
10.2	HTG	School Improvement Strategy - look at the descriptor wording of B2 performance category on page 6. Included as part of meeting agenda.	06//02/18
14.2	Clerk	Trust wide staff survey comparison to be issued to all governing bodies.	Complete
15.5	HTG	Decide the Headteacher representative to the Scarcroft Headteacher recruitment. Included as part of meeting agenda.	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 7.1 <i>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> Included as part of meeting agenda.	06/02/18

The Executive Headteacher joined the meeting at 6.15pm.

4.4 There were no matters Arising

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

- 5.1 The Trust Principal opened to questions. Trustees felt the new format was very helpful.
- 5.2 A Trustee asked for an update on the discussions with a school which had opted not to proceed with applying to the MAT. The Trust Principal explained that she would obtain formal feedback but it seems they are moving away from the academy agenda.

6 EDUCATION AND STANDARDS COMMITTEE REPORT (*verbal*)

- 6.1 The Education and Standards Committee Chair reported that discussion focused on:
- 6.2 The Scarcroft working party is meeting in February to discuss the potential of an external review and what is needed around the writing improvement plan and preparation for Ofsted. Whatever is decided will be implemented by 1st April 2018.
- 6.3 Quality Assurance on school Local Governing Body minutes relating to standards found a variation of robustness of questioning and discussion, documents shared and placement of standards on the agenda and the amount of discussion aligned to standards. Examples of best practice have been compiled in the feedback document shared with the Headteacher Group and Committee members.
- 6.4 There was a variation in the Standards Review returns from LGB's and the responses to how the MAT could support were disappointing. The Committee felt it would be useful to include notes and guidance around expectations and support available and an empty comment box.
- 6.5 The Committee reviewed the Risk Assessment and felt there was a useful suite of documents for information throughout the year including detail of what information and documents are available and when and how they fit in with the meeting schedule. The Trust Principal has also developed types of questioning at various levels of governance.
- 6.6 It was agreed to have official committee standing agenda items for York High Update and Scarcroft Writing Improvement Plan.
- 6.7 A trustee added that there was a really positive focus from the committee and the work coming together for future trajectory.

7 FINANCE UPDATE *(verbal)*

- 7.1 The CFO reported that the accounts return was submitted to the DfE and a meeting is scheduled with the auditors regarding their meeting of the deadline.
- 7.2 **Action:** The CFO to confirm if recommending auditors for re-appointment by Members.
- 7.3 The CFO reported that revised budgets will include the National Funding Formula, York High School and Woodthorpe. YHS are being supported on the financial transition and are live on the MAT system but not using it yet, financial training was delivered for members and four new trustees, the monitoring process started in September is going well and as at 6th February 2018 all schools have been in the green zone every month and the CFO has met with the Carr Junior Headteacher and Finance Manager to talk through MAT finance procedures and systems.
- 7.4 The CFO explained that YHS deliver the York Schools Sports Network funded by a grant and primary school contributions and is assessing the risk to the MAT if funding / buy in were to stop and redundancies were needed at a cost of £2.5k and a report will be presented to the Finance and Audit Committee.
- 7.5 The Knavesmire Headteacher declared an interest in the York Sports Network as voluntary chair.

8 MDIF FUNDING BID *(paper previously issued)*

- 8.1 The Trust Principal informed trustees that after discussion with the Headteacher Group and Chair of Trustees a bid has been submitted to fund an SBM role to deliver capacity around procurement, GDPR, Health and Safety and Safeguarding Audit which would enhance school improvement capacity in the MAT. The outcome of the bid will be communicated by 31st March 2018. Trustees agreed it was a reasonable bid for a reasonable purpose to enable those with education expertise to focus on School Improvement. Trustees congratulated the Trust Principal on preparing a strong bid given the short turnaround period for completing it.
- 8.2 A Trustee asked if there is any risk to the current SBM team. The Trust Principal explained that the work linked to the bid will not impact current roles but would address a central need and alleviate concerns from the central team around capacity to address these much needed functions.
- Action:** Inform the SBMs of the SBM bid to deliver central functions outside of the current SBM remit.

8.3 The Chair of Trustees suggested that, given the short timescales of bid opportunities, a 'wish list' is compiled of what is needed to steer future bid applications.

Action: Agree a bid application wish list at the 3rd March away day.

9 YORK HIGH UPDATE (*paper previously issued*)

9.1 The Executive Headteacher reported some updates since the report was issued.

9.2 The restructure is proving to be very complex, there has been union challenge around scope so will extend the consultation which will mean the process will not be concluded by 1st April 2018. CYC and the MAT HR service have no concerns but still awaiting confirmation from CYC that restructure redundancy costs will be covered now the process is going past the 1st April deadline noting that it is important for the commercial transfer agreement to include a clause to cover costs that go beyond 1st April such as if a case went to tribunal. A trustee asked if the delay will impact the viability of the conversion date. The Executive Headteacher confirmed not.

9.3 Two new teachers have been appointed for a September 2018 start in Science but means this continues to be an area of concern up to end of the year.

9.4 Guidance has been sought on converting with a surplus capital but deficit revenue with the DfE advising that capital is given to the school and the deficit managed by the LA.

9.5 CYC has appointed a solicitor to deal with the land transfer which will include lease and red line boundaries. The Trust Principal noted that this is the first time outsourced land solicitors have been appointed for a conversion. The TUPE consultation is starting on 8th February and there is no requirement for a parent consultation with a forced conversion.

9.6 Ms Mitchell reported that following discussion with the Chair of Trustees, CYC, Executive Headteacher and Head of School at YHS a conclusion has been to reconfigure the LGB and be defined by key components of the School Improvement Plan. The CYC Assistant Director, Education and Skills, Maxine Squire attended the LGB meeting and supported the proposal. There have been very positive conversations with individual governors so far and Ms Mitchell is confident of the plan.

9.7 The Trust Principal informed trustees that she attended the School Improvement Panel and was very impressed with the work of the Head of School on recruiting NQT's to difficult subject areas. A Trustee asked if a school in special measures is allowed to recruit

NQT's. The Trust Principal confirmed that York High have approved special dispensation to allow the recruitment of NQT's.

9.8 The Chair of Trustees reported that he, the Trust Principal, Executive Headteacher and Knavesmire Headteacher met with Lisa Beadle from the Regional School Commissioners office who felt comfortable recommending to the RSC that it is appropriate for Ms Mitchell as a trustee to be an LGB member and Chair on a non permanent basis.

9.9 A trustee asked how confident the MAT is of the 1st April 2018 conversion date given land solicitors have only just been appointed by CYC. The Executive Headteacher confirmed that a draft Commercial Transfer Agreement has been issued but land is especially tricky at YHS and if the transfer was delayed it would be very difficult financially. A trustee asked if there was a critical path available to map the process. The Trust Principal explained that Tim Priestley is not willing to provide one and the Executive Headteacher added that Mr Priestley is challenging CYC on behalf of the MAT.

9.10 The Chair of Trustees asked what the Trust Board are expecting to see to enable him to sign the final transfer contract. It was acknowledged that the trust had been receiving regular information on YHS but did expect:

- Browne Jacobson Report to advise on risk elements such as car park liability, cadet hut, astro turf access and confirming that 'further to due diligence no further issues have been found'.
- Land Solicitors Report.
- Tim Priestley Report of key liabilities.
- End of Period 10 Finance Summary.

Action: Executive Headteacher to speak with Mr Priestley and Browne Jacobson to confirm what due diligence / conversion documents can be provided for the meeting.

9.11 Trustees thanked the Executive Headteacher for a very useful York High report.

10 COMMUNICATION STRATEGY *(papers previously issued)*

10.1 Trustees discussed concerns at messages within the community and governors not feeling a sense of belonging to the MAT and agreed there was a need to enhance communications and build a sense of togetherness.

10.2 It was noted that governors have an interest in their school - not necessarily the trust - and trustees need to make it clear the value added of being part of the MAT.

- 10.3 A trustee suggested that the MAT newsletter content should be information included in the school newsletters.
- 10.4 The Trust Principal acknowledged that there is work to be done on communications, in particular consideration to the audience of the MAT website, but capacity is a factor dependent on the level of work.
- 10.5 A trustee suggested a simple improvement would be to understand what is already in place that positive MAT messages can feed into.
- 10.6 A trustee suggested exploring buying in communications support or utilising an intern / graduate to support strategy in the short term.
- 10.7 Ms Mitchell noted that there has been an offer of communications support from CYC for York High School to address their particular communication concerns.
Action: Ms Mitchell to liaise with CYC on communication support for York high.
- 10.8 **Action:** Mrs Priestley to meet with the Trust Principal and agree need and options for potentially engaging CYC or external provider support.

11 TRUST LEVY REVIEW *(paper previously issued)*

- 11.1 An updated paper was circulated to trustees on the day of the meeting and they agreed they were happy to continue with the agenda item.
- 11.2 The Trust Principal noted that the compromise proposal could make conversations with potential new schools more complicated and that it was a conscious decision to keep the levy low enough not to build up a central pot but at the point a sixth school joins would get central funds to support school improvement and future planning. The Trust Principal confirmed the proposal was being presented as an alternative levy calculation.
- 11.3 Trustees made the below comments on the proposal:
- Given other MATs have a higher levy what do the schools get out of it more than South Bank offer?
 - Is the modest reduction for the secondary levy worth making the change. The Executive Headteacher confirmed it would improve the financial standing at York High and Millthorpe which currently is a struggle.
 - Trustees agreed a change to the levy should be consulted on with LGB's.

- The benefit for the current levy is for individual pupils at the separate schools whereas the proposal approach is for the benefit of pupils within the MAT.

11.4 The Headteachers left the meeting at 8.20pm for the remainder of the discussion.

11.5 A trustee felt the proposal was a neat formula based on pupil numbers but the savings for the secondary schools was modest for a large amount of work when there is limited capacity. As a solution presented from the Heads as a consensus proposal this should be presented in a written paper for discussion at LGB's and invite comments.

11.6 Trustees considered the options to:

1. Reject the proposal
2. Hold an open consultation run by the Headteachers and come back to the Trust Board
3. Put out to consultation with a trustee preference

11.7 Mr Quinn left the meeting at 8.47pm.

11.8 **Resolution:** It was agreed to put the proposal to LGB consultation for a Trust Board decision on 24th April 2018.

Action: The HTG will communicate a written proposal to all LGB's as a proposal from the HTG for an alternative funding model and bring any feedback received to the April board meeting for a final decision. The HTG should explain that this is in response to a request raised by an LGB of if there is a fairer funding.

11.9 The Headteachers returned to the meeting at 9pm.

11.10 The Executive Headteacher and CFO left the meeting at 9pm.

12 HEALTH AND SAFETY AND SAFEGUARDING *(paper previously issued)*

12.1 It was agreed to defer the Health and Safety and Safeguarding discussion to the March 2018 meeting.

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

13.1 Trustees confirmed they had read the circulated School Improvement Strategy and felt it was a very good paper. The Trust Principal explained that further work has been done and will inform the work around the Trust Principal role.

The Trust Principal left the meeting at 9.10pm.

14 MAT LEADERSHIP *(verbal)*

- 14.1 The Chair of Trustees explained that the trust appointed the Trust Principal from 1st May 2017 to 31st August 2018 and if trustees wanted the option to look externally would need to look to make an appointment for 30th April 2018 if appointing a serving Headteacher: therefore a decision from trustees is needed by 6th March. Trustees need to consider if the role as it stands is still right, does it need changing or expanding, is it advertised internally or externally?
- 14.2 It was agreed that School Improvement needs defining to inform the role of Trust Principal.
- 14.3 Trustees agreed they would want; the Trust strategic goal moving forward, Trust Principal audit, Trust Principal personal view and recommendation, external benchmarking comparison and potential delegations to an SBM role to shape the role of Trust Principal.
- 14.4 It was confirmed that the Trust Principal role will be the focus of the afternoon of the March 2018 away day with a decision to be made at the March Board meeting.
- 14.5 **Action:** Chair of Trustees to circulate a doodle poll for attendance at an informal additional meeting to focus on Trust vision and goals moving forward and what role the Trust Principal plays in this.
- 14.6 **Action:** Chair of Trustees to obtain external benchmarking comparisons.
- 14.7 **The Trust Principal returned to the meeting at 9.35pm.**

15 POLICIES

- 15.1 Policy Tracker and Delegations *(previously issued)*
Trustees approved the policy tracker and delegations. It was agreed for the Reserves Policy to be on the Finance and Audit agenda in March 2018.
- 15.2 Privacy Notice *(previously issued)*
Trustees approved the Privacy Notice noting it will need to be updated in line with GDPR.
- 15.3 Admissions Policy *(previously issued)*
Trustees 'determined this is the MAT admissions policy' and it was confirmed that working with CYC admissions is working really well.

16 LGB BUSINESS

16.1 Scarcroft Headteacher Recruitment

The Knavesmire Headteacher reported that he and the Woodthorpe Headteacher are supporting the Scarcroft Staffing Committee. The process is on track with an advert published with a closing date at the end of half term and dependent on who applies Mr Cooper or Mr McGann will form part of the panel. It was confirmed that four governors from the staffing committee would be on the recruitment panel.

16.2 The Chair of Trustees noted that a question from the Members meeting was if trustees are happy delegating the decision to Scarcroft governors. Trustees agreed there was confidence in the governors, with the trust support in place, to continue the process.

16.3 The Chair of Trustees confirmed that the Scheme of Delegation gives governors the responsibility but the Board is accountable and will ultimately make the decision. It is extremely unlikely the Board decision would not support the governor recommendation given the system in place.

16.4 Trustees agreed to be available on e mail on the evening of Friday 9th March for approval of the Scarcroft decision.

16.5 The Scarcroft Headteacher noted that a possible outcome of the recruitment is to not appoint and the timescale allows for a second round of recruitment.

16.6 Matters from LGB

The Chair of Trustees explained that as a result of governor feedback on consultation of policies, policies will be circulated to LGB's and presented to the Trust Board with revisions and feedback made clear.

16.7 Code of conduct

The Code of Conduct is on the agenda schedule for April 2018. It was confirmed that irrespective of governors signing the code applies as adopted by the Trust Board.

16.8 LGB Appointments *(previously issued)*

Trustees approved the below Vice Chair and governor appointments:

	Knavesmire	Woodthorpe	Scarcroft	Millthorpe
Chair				
Vice Chair		Tracey Elliott Phil Cooke		
Governors	Emily Moss (Staff)	Emma Quinn (Parent) Lucy Townend (Parent)		Martyn Pysanczyn (Associate)

17 SCARCROFT UPDATE (*paper previously issued*)

17.1 The Chair of Trustees reported that there has been an improved focus on standards in LGB meetings, with particular strengths in looking at teaching and learning, but there are still weaknesses around challenging data and performance. There has been a reduction in educationalists on the board in recent years and this has left the LGB lacking expertise. The governing body want to change but lack capacity and require a greater pace of improvement.

17.2 Trustees agreed that appropriate actions to develop the governing body include:

- Development of strong leadership and direction
- Drafting in strong governor support from across the MAT to model good questioning
- Working in parallel with the Knavesmire Ofsted preparation group
- Engaging support from a National Leader of Governance

17.3 A trustee asked if there should be an external review of governance. The Chair of Trustees assured trustees that the governors know they are not getting it right and the investment would be better spent on buying in an NLG to provide other support for the governing body.

17.4 **The Trust Principal left the meeting at 10.10pm.**

17.5 Trustees agreed:

- To explore with the Chair of Governors how the LGB can best be led into the upcoming Ofsted window.
- To reduce the size of the LGB and the staff to non-staff ratio, and build up expertise.
- To engage support of strong governors from across the MAT to model questioning.
- To recommend a review of membership to ensure all governors contribute.
- For the LGB to access data training.

Action: Chair of Trustees to speak with the Scarcroft Chair of Governors and communicate the Trust Board decision.

17.6 Trustees gave delegated authority, on a temporary basis, to the Chair of Trustees to appoint Chair of Governors.

18 ANY OTHER BUSINESS

There were no items for discussion under AOB.

The meeting closed at 10.34pm.

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	03/03/2018

12th December 2017

Item	By	Action	Date
15.8	TB	Review Governor Code of Conduct at the April meeting.	April 18

6th February 2018

Item	By	Action	Date
7.2	CFO	Confirm if recommending auditors for re-appointment by Members.	April 18
8.2	CFO / TP	Inform the SBMs of the SBM bid to deliver central functions outside of the current SBM remit.	Feb 2018
8.3	Chair	Agree a bid application wish list at the 3 rd March away day.	3 March 18
9.10	EHT	Executive Headteacher to speak with Mr Priestley and Browne Jacobson to confirm what due diligence / conversion documents can be provided for the meeting.	Feb 2018
10.7	NM	Liaise with CYC on communication support for York high.	Feb 2018
10.8	HP	Meet with the Trust Principal and agree need and options for potentially engaging CYC or an external provider communication support.	Feb 2018
11.8	HTG	The HTG will communicate a written proposal to all LGB's as a proposal from the HTG for an alternative funding model and bring any feedback received to the April board meeting for a final decision. The HTG should explain that this is in response to a request raised by an LGB of if there is a fairer funding.	April 18
14.5	Chair	Circulate a doodle poll for attendance at an informal additional meeting to focus on Trust vision and goals moving forward and what role the Trust Principal plays in this.	Feb 2018
14.6	Chair	Obtain MAT leadership external benchmarking comparisons	Feb 2018
17.5	Chair	Speak with the Scarcroft Chair of Governors to discuss further steps for developing the LGB.	Feb 2018



Chair of South Bank Academy Trust