

South Bank Multi Academy Trust

Trust Board

Minutes of the Meeting held on Tuesday 6 March 2018
6.00 pm at Woodthorpe Primary School

Present:	Edwin Thomas	Chair of Trustees
	Reuben Barrett	
	Pat Boyle	
	Paul Edwards	
	Martin Frost	
	Jill Hodges	Non-Executive Trustees
	Nicki Mitchell	
	Andrea Preston	
	Helen Priestley	
Graham Wilson		
In attendance:	Trevor Burton	Executive Headteacher
	Anna Cornhill	Headteacher Scarcroft / Trust Principal
	James McGann	Headteacher Woodthorpe
	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 Andrea Preston.

2.2 Declarations of Interest

Trustees updated their Business Interest Forms.

2.3 The Chair recorded that Mr Edwards has been shortlisted for the Scarcroft Headteacher post and will leave the meeting for any discussion on the recruitment. The Trust Principal will leave the meeting for the MAT leadership discussion.

3 MINUTES OF THE TRUST BOARD MEETING 6 FEBRUARY 2018

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	Complete – School Improvement Strategy
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	Complete – School Improvement Strategy
3.3	Edwin	Action 4 Find opportunities to involve chairs of governors more in the Trust's strategic decision making. 06.03.18: MAT LGB Chair meetings established.	24/04/2018
4.4	HTG / Board	Action 8 Determine ambitious targets for school performance over the medium/long term	Complete

4.2 Action Plan (from 12 December 2017)

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

4.3 Action Plan (from 6 February 2018)

Item	By	Action	Date
7.2	CFO	Confirm if recommending auditors for re-appointment by Members.	Complete
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 menu at the 3 rd March away day. <i>06.03.18: HTG to discuss.</i>	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. <i>06.03.18: The EHT confirmed that documents could be provided at a cost.</i>	Complete
10.7	NM	Liaise with CYC on communication support for York high. <i>06.03.18: Ms Mitchell confirmed there is no potential for CYC communication support.</i>	Complete
10.8	HP	Meet with the Trust Principal and agree need and options for potentially engaging CYC or an external provider communication support. <i>06.03.18: A date has been scheduled.</i>	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	Action closed

		request raised by an LGB of if there is a fairer funding. <i>06.03.18: discussion recorded in matters arising.</i>	
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.	Complete
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. <i>06.03.18: update recorded in LGB business.</i>	Complete

Matters Arising

- 4.4 Scarcroft: In reference to minute 6.2 the chair explained that Ms Mitchell and Mr Cooper's understanding of the instruction was that they were to meet with the Scarcroft Headteacher to discuss the general progress of Scarcroft and look at if it was appropriate to bring in an external review for a health check and as constructive Ofsted preparation.

Ms Mitchell and the Executive Headteacher joined the meeting at 6.15pm.

- 4.5 The Scarcroft Headteacher explained that one of the main members of staff who would be involved in any review or Ofsted would be Mrs Wanless who is the Deputy, Year 6 teacher and Literacy Co-ordinator and felt at this time in the school year it would not be a constructive use of this integral staff members time so the working group agreed the external 'mocksted' would take place after SATs to prevent any focus taken away from Year 6. The Scarcroft Headteacher explained that being conscious of the trustee request for an external view she has arranged an external writing review by Alison Bailey of which the first half (KS1) has taken place. The Scarcroft Headteacher noted that there has been some initial advice around marking, presentation and book work that contradicts advice from within the MAT but suggested continuing with the second part of the review. The Scarcroft Headteacher explained that she has invited an Ofsted Inspector to carry out a preliminary review of data, the website, documents and detail of expected lines of enquiry to question SLT.
- 4.6 The Education and Standards Committee Chair confirmed that her understanding was that some form of review and preparation for Ofsted, whatever form that took, would take place by 1st April. The external review of Writing and Ofsted preparation actions described by the Scarcroft Headteacher does fit in with expectation of the E&S Committee and within timescales.
- 4.7 Levy: The Chair explained that since the previous meeting, where the Headteacher Group were asked to consult with LGB's on the levy proposal, the CFO highlighted that there is currently no MAT documentation detailing how the levy is calculated and how to appeal. The CFO is developing the central team SLA's and the Chair suggested putting this together with the levy calculation and detailing what schools and LGB's receive from the MAT. The draft will be ready for the April meeting and then put out to consultation to LGB for final approval at the July meeting. The CFO noted the July meeting is also when the

budget would be approved and therefore if a change to the levy calculation was approved there would need to be a change to the LGB approved budgets or not implement the change until the following year.

- 4.8 A trustee asked if the budgets could be adjusted mid way through the year. The CFO confirmed the change could be made for the revised budgets.
- 4.9 Trustees agreed to review the central team SLA and levy calculation document at the April meeting and then put out to consultation for final approval at the July meeting
- 4.10 Trustees and Headteachers requested the meeting action plan is circulated within fourteen days of the meeting.

5 ELECTION OF CHAIR AND VICE CHAIR *(paper previously circulated)*

- 5.1 Mr Thomas left the meeting for the vote and was elected as Chair of Trustees for a term of one year.
- 5.2 Ms Mitchell left the meeting for the vote and was elected as Vice Chair for a term of one year.

6 3rd MARCH AWAY DAY UPDATE *(verbal)*

- 6.1 Trustees were pleased with discussion at the away day, particularly the discussion on developing and broadening the curriculum as part of a MAT vision, and trustees agreed it was positive to have LGB Chairs and Heads of School in attendance as it is important to develop these links.

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

- 7.1 The Trust Principal invited questions on the previously circulated report.
- 7.2 A trustee asked if there is a memorandum of understanding for Carr Junior. The Trust Principal explained that at the point where the MAT start incurring costs this will be in place.
- 7.3 A trustee asked if there will be any funds to support the Carr Junior school improvement journey. The Trust Principal explained that from informal discussion with CYC there could be potential to fund some school to school support.
- 7.4 In response to a trustee the Trust Principal confirmed there had been no parent feedback from the Carr Junior communication.

7.5 A trustee asked for an update on the MUGA consultation. The Executive Headteacher reported that there has been feedback from the resident's consultation on the car park and funding elements from CYC which will mean the MUGA will not happen as originally planned.

8 FINANCE UPDATE *(verbal)*

a) Budget Monitoring Procedures

8.1 The CFO reported that there has been an amber flag since the last meeting and overall the process is working well. The CFO explained that the budget monitoring process was due to be reviewed after six months and trustees agreed to include on the April meeting agenda.

b) Appointment of Auditors

8.2 The CFO reported that on submission of the accounts report to the DfE in January there were some concerns with the auditors process and deadlines, the CFO and Trust Principal met with the audit partner who have actively changed the process to better suit the needs of the MAT. The auditors have provided a quote of £18k for full services and the CFO recommended re-appointing for another year with a full tender process for 2019. Trustees agreed to recommend the re-appointment of BHP for another year, with re-tendering in 2019, for member approval.

Action: Chair to obtain member approval for the re-appointment of BHP as auditors with a full tender process for 2019.

8.3 In response to a trustee the CFO confirmed the auditors spent four days with the central team and one day out at the schools.

c) Budget

8.4 The CFO informed trustees that the July budget submission is for one year but have been informed the requirement from this July will be to submit a three year budget. In response to a trustee the CFO confirmed the funding letters for next year will be issued in March and the Executive Headteacher noted that the recommended salary increase will not be known until September.

9 SCHOOL IMPROVEMENT STRATEGY *(paper previously issued)*

9.1 The Trust Principal explained that updates are highlighted in yellow and details on 5.3.1 school remuneration are to be finalised.

9.2 In reference to 5.3.2 *'additional pay will not be given to those on the Leadership Spine undertaking such work'* the CFO and Executive Headteacher noted that through the

Millthorpe support to York High the Assistant Heads were given extra points. It was agreed to remove this line subject to the Trust Principal clarifying that it will not breach the pay and conditions document.

- 9.3 The Trust Principal explained that 5.3.1 relates to school remuneration for supply and 5.3.2 refers to remuneration for the individual. A trustee suggested that an individual would not normally be remunerated in this way as the work would be seen as career development and picked up in their performance management.

Paul Edwards joined the meeting at 7.12pm.

- 9.4 The Trust Principal explained that delivering in house support should be more cost effective than buying in an NLE. Trustees felt there was a difference between levels of support, accountability and risk and delegated back to the Trust Principal to define the difference between support for development and support for accountability and reflect in the policy.
- 9.5 The Chair noted that everyone is employed by the MAT and being asked to work at another school in the MAT up to a point is expected. The Executive Headteacher noted that this clause only applies to those appointed since conversion.
- 9.6 **Action:** HTG to agree appropriate payment benchmarks for school to school support.
- 9.7 It was agreed for 'these schools have capacity to improve' to be part of the descriptor for B2 and C1 schools.

Jill Hodges left the meeting at 7.19pm.

- 9.8 In response to the CFO the Trust Principal confirmed the table of core offer on page 7 cost of levy contribution refers to Trust Principal time. The Executive Headteacher suggested that Trust Principal time, Headteacher time and supply costs being captured in the accounts or recorded as a financial value in some way would be useful.
- 9.9 A trustee asked if there was provision to address the grading mid year. The Trust Principal explained that the E&S Committee, HTG and Headteacher Peer Review provide continuous monitoring. It was agreed to include the wording that 'a schools rating may be reviewed if the Trust Principal feels it is warranted'.

Martin Frost joined the meeting at 7.27pm.

- 9.10 **Action:** HTG to identify potential NLE and serving Ofsted inspector within the trust and look at ways to broaden expertise with badges such as subject specific identifiers (SLE accreditations).
- 9.11 A trustee suggested identifying leading practitioners across the MAT within the document.
- 9.12 Trustees thanked the Trust Principal for developing a strong foundation for the future development of cross working across the MAT including a wider curriculum.
- 9.13 Subject to the agreed amends trustees approved the School Improvement Strategy.

10 YORK HIGH UPDATE and CONVERSION *(paper previously issued)*

- 10.1 The Executive Headteacher reported that since the papers were issued it has been confirmed the conversion will not take place on 1st April but the Trust Principal is addressing with the CYC Director for Education and Skills. The delay is due to a lack of capacity in the CYC conversion team and the late appointment of the land solicitors.
- 10.2 The Executive Headteacher explained that whilst the delay is frustrating the increasing deficit up to conversion will not be carried by the MAT and the restructure process is unlikely to go to compulsory selection as there has been a resignation and two voluntary redundancy requests which should be finalised before conversion.
- 10.3 The Executive Headteacher explained that Science remains a key area for improvement and are advertising for a new Head of Science as there is no capacity at Millthorpe to draft in. The Head of School has done some impressive work around recruitment and the Deputy Head is working hard to develop ambition and teaching approach from the whole staff body.
- 10.4 Ms Mitchell informed trustees that Mark Wilson used student voice in his monitoring visit and got a positive improvement message from the students. He also identified the issue of capacity at SLT level; Ms Mitchell noted that SLT is operating one Assistant Head down, a decision made to address the budget deficit. The Executive Headteacher explained that he has a really good senior team in place but is looking at a cost effective way to enhance capacity.
- 10.5 A trustee asked how likely it will be to recruit a good Head of Science. The Executive Headteacher expected it to be tough, but the advertisement is being offered at as high pay as it can be and will impact the structure, but the structure needs addressing to maximise effectiveness and capacity.
- 10.6 Ms Mitchell noted that a governance proposal is being discussed at FGB on 7th March 2018.
- 10.7 A trustee asked if any staff on or close to capability would be likely to go to settlement as this could be a significant cost implication. The Executive Headteacher said there had been two settlements but is not anticipating any more and is putting in place robust procedure on non negotiables and basics.
- 10.8 The Executive Headteacher confirmed that the conversion documents will be the Commercial Transfer Agreement and Head Lease. In response to a trustee the Executive Headteacher noted potential risks of; a personal injury claim, staff who resigned but still in place on transfer, a staff member with a disciplinary on file, clause relating to the deficit agreement and redundancy. The Executive Headteacher also noted that Energise is a joint facility and there is a back to back agreement between the school and Energise for school use of facilities with payment of any damage and a share of cleaning and energy costs which lasts for eighteen years but the lease of 125 years has a clause that the LA will do everything possible to retain the use of the facilities.

- 10.9 The CFO confirmed there is a deficit £41k outturn and invited questions on the previously circulated financial reports.
- 10.10 Trustees accepted the Executive Headteacher assurance that the risks are manageable and voted unanimously in favour of conversion approval and gave agreement for the Chair to sign the conversion documents.
- 10.11 Trustees approved the previously circulated Scheme of Delegation as a model for schools not yet good.
- 10.12 **Action:** Trust Principal, Executive Headteacher and Ms Mitchell to provide a proposal for a York High Scheme of Delegation at the April meeting.

The CFO and Executive Headteacher left the meeting at 8pm.

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

- 11.1 Trustees felt that a governor approach keeps a local focus along with MAT wide working and approved option three *'to form a new committee made up of the Trust Principal, one Trustee and a Health and Safety governor from each of the schools, to meet once or twice a year to receive reports from the Trust Principal'*.
- 11.2 Trustees agreed to establish a Safeguarding Working Group that would include a H&S strand made up of local governor representatives and Ms Boyle, to be the named Safeguarding Trustee, as trustee representative and to meet twice a year.
- 11.3 **Action:** Trust Principal and Ms Boyle to facilitate a Safeguarding Working Group meeting.
Action: Clerk to ask for LGB Chairs for a nominated governor.
Action: Trust Principal to write Safeguarding Working Group terms of reference.
- 11.4 The Trust Principal confirmed that if any safeguarding concern arises between meetings the Trust Principal would pick this up.

12 LGB BUSINESS

Mr Edwards left the meeting at 8.10pm.

12.1 Scarcroft Headteacher Recruitment

The Chair explained that the decision for Mr Edwards to apply came after the last board meeting. There are three shortlisted candidates, interviews scheduled for 8th and 9th March. The Chair requested that trustees be available on the evening of Friday 9th March from 6pm onwards to check e mails to approve the appointment. A trustee suggested that if it was a difficult decision should the process allow for more time and to communicate the decision on Monday. It was agreed that the recruitment panel should confirm to candidates that they will endeavour to communicate the appointment on Friday evening. It was noted that a critical element is that the panel know there is the potential not to

appoint. The Trust Principal requested that Mr McGann make her aware of the outcome following trustee approval.

Mr Edwards returned to the meeting at 8.20pm.

12.2 Matters from LGB

The Chair and Vice Chair met with chairs of governors who felt it would be useful to detail what business is scheduled, were keen to see more cross phase work, the chairs will attend other LGBs for insight and best practice and a trust induction for new governors will be developed.

12.3 The Chair reported that there has been change to Scarcroft governance with a governor resignation and the Chair of Governors decided to step down as Chair but will stay as a governor to support a new chair to be elected on 2nd May. Trustees recorded their thanks to the Scarcroft Chair for her work with the academy conversion, two expansion consultations, some really challenging issues and having made a really positive and dedicated contribution to the school and the MAT. The Scarcroft Chair and Vice Chair felt there is no capacity in the LGB for a new chair and given the position of the school the Chair of Trustees approached the governance service who suggested a potential new chair, Connie Cullen, who is experienced in school governance and chairing. Phil Cooke a Woodthorpe governor will join the Scarcroft LGB along with David Rowsell who will be new to the MAT but has educational experience. The Chair was confident the three new appointments would be very positive additions to the LGB.

12.4 The Chair informed trustees that he will be attending the next LGB to remind governors of the required speed of improvement.

12.5 The Finance and Audit Committee Chair noted the great work by the Education and Standards Committee to ensure there is no duplication of work and suggested the F&A Committee undertake the same exercise.

12.6 **Action:** The Trust Principal and CFO to draft lines of responsibility and levels of questioning for Finance and Audit Committee business and bring to the April board meeting for approval.

12.7 LGB Appointments (previously issued)

Trustees approved the below appointments:

	Knivesmire	Woodthorpe	Scarcroft	Millthorpe	York High
Chair					Nicola Mitchell (on conversion)
Vice Chair					
Governors			Phil Cooke David Rowsell Connie Cullen		

13 POLICIES

13.1 Health and Safety Policy (previously issued)

It was agreed to include contractors in item 6.

The Trust Principal clarified that the role of trustees is to ensure that governors undertake a termly inspection or ensure the inspection takes place and have sight of the report.

Subject to the agreed amend trustees approved the Health and Safety Policy.

13.2 Lone Working Policy (previously issued)

A trustee asked if there were any staff undertaking home visits. The Headteachers confirmed that staff on occasion would make home visits but would generally take another adult. A trustee also questioned if CPD course attendance should be included as a duty of care outside of normal working practice.

Action: HTG to agree appropriate procedure for home visits and whether to include CPD attendance.

Subject to no changes arising from the HTG trustees approved the Lone Working Policy.

13.3 Hospitality Policy (previously issued)

A trustee asked if the percentages are based on benchmarking. The Trust Principal confirmed it is based on current spending. Trustees agreed the percentages were reasonable.

It was agreed to change 'particularly long' to 'long' meetings in item 6.3

In response to a trustee the Trust Principal confirmed a Bribery and Corruption Policy is scheduled to be drafted.

The Trust Principal and Woodthorpe Headteacher left the meeting at 8.55pm.

14 MAT Leadership (papers previously issued)

a) Views from the Trust Principal

b) Audit and Recommendation from Headteacher Group

14.1 The Chair explained that the Trust Principal one year contract expires on 31st August and trustees agreed that the consensus from the away day was to advertise internally and externally.

14.2 Trustees agreed to include leadership, vision and accountability in the job description and felt the Trust Principal structure is the right one.

14.3 Trustees discussed whether to advertise full or part time and the benefits of different part time working patterns with the Chair noting that the cost to the MAT is circa £20k per day of employment and any decision to increase to more than three days would incur

additional costs to the MAT. A trustee suggested getting input to the financial impact from the CFO.

- 14.4 The Chair circulated a proposed timeline for advertisement and recruitment.
- 14.5 A trustee suggested the job description should be a summary of the kind of work to be done with aims and objectives.
- 14.6 It was agreed for a small group of trustees (Chair, Ms Hodges, Ms Preston) to form a search committee to formulate the documents for recruitment for approval at Finance and Audit Committee.
- 14.7 **Action:** Chair to communicate the decision to recruit externally for the Trust Principal role to the Trust Principal and HTG.
- 15 LETTER FROM LORD AGNEW** (*paper previously issued for information*)
Trustees agreed for the Chair to write a response letter in support of the message.
- 16 ANY OTHER BUSINESS**
There were no items for discussion under AOB.

The meeting closed at 9.20pm.

ACTIONS

Away Day 30th September 2017

Item	By	Action	Date
3.3	Edwin	Action 4 Find opportunities to involve chairs of governors more in the Trust's strategic decision making	24/04/2018

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
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	HTG	Agree a bid application menu.	April 18
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
14.6	Chair	Obtain MAT leadership external benchmarking comparisons	Feb 2018



6th March 2018

Item	By	Action	Date
8.2	Chair	Obtain member approval for the re-appointment of BHP as auditors with a full tender process for 2019.	March 18
9.6	TP / HTG	HTG to agree appropriate payment benchmarks for school to school support.	17 April 18
9.10	TP / HTG	HTG to identify potential NLE and serving Ofsted inspector within the trust and look at ways to broaden expertise with badges such as subject specific identifiers (SLE accreditations).	24 April 18
10.12	TP/EHT/NM	Trust Principal, Executive Headteacher and Ms Mitchell to provide a proposal for a York High Scheme of Delegation at the April meeting.	24 April 18
11.3	TP / PB	Trust Principal and Ms Boyle to facilitate a Safeguarding Working Group meeting.	24 April 18
11.3	Clerk	Chair to ask for LGB Chairs for a nominated governor for the Safeguarding Working Group.	March 18
11.3	TP	Trust Principal to write Safeguarding Working Group terms of reference.	17 April 18
12.6	TP / CFO	The Trust Principal and CFO to draft lines of responsibility and levels of questioning for Finance and Audit Committee business and bring to the April board meeting for approval.	17 April 18
13.2	TP / HTG	Lone Working Policy: HTG to agree appropriate procedure for home visits and whether to include CPD attendance.	17 Apr 18
14.7	Chair	Chair to communicate the decision to recruit externally for the Trust Principal role to the Trust Principal and HTG.	9 Mar 18

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Chair of South Bank Academy Trust