

# South Bank Multi Academy Trust

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## Trust Board

Minutes of the Meeting held on Tuesday 5 Feb 2019

6.00 pm at Knavesmire Primary School

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Present:	Edwin Thomas Reuben Barrett Helen Priestley Nicola Mitchell Jill Hodges	Chair of Trustees  Non-Executive Trustees
In attendance:	Jo Edwards Michael Gidley Adam Cooper Dave Borlase Sophie Triffitt	Trust Principal Chief Finance Officer Knavesmire Headteacher Knavesmire Chair of Governors Clerk to the Board of Trustees

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### **1 WELCOME AND INTRODUCTION**

1.1 The Chair welcomed attendees.

### **2 KNAVESMIRE SCHOOL PRESENTATION**

2.1 Prior to the start of the meeting the trustees took part in a quiz set by Knavesmire students using school Chromebooks. Trustees thanked the students for their hard work on a fun and confident presentation.

### **3 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST AND CHANGES TO BUSINESS INTEREST FORMS**

3.1 Absence  
Apologies were received and accepted for Pat Boyle, Martin Frost and Andrea Preston.

3.2 Declarations of Interest (previously issued)  
Trustees updated their Business Interest Forms.

### **4 MINUTES OF TRUST BOARD MEETING HELD 11 DECEMBER 2018**

4.1 The minutes were approved.

## **5 MATTERS ARISING AND ACTION PLAN**

- 5.1 All actions were complete, on the meeting agenda or agreed to be carried forward and the action plan updated.
- 5.2 The Trust Principal confirmed that Millthorpe, York High, Woodthorpe and Scarcroft have a named Pupil Premium / Disadvantaged link governor. Knavesmire will be asked to have a named link governor.
- 5.3 The Trust Principal reported that the Wirehouse HR contract has been reviewed and feedback is that they are helpful with supporting schools directly. Timely feedback on policies and support with union consultation are areas that need improving. The Trust Principal will reflect on the contract before signing into a three year contract when Carr Junior join the trust and will report back to the Finance and Audit Committee.
- 5.4 Matters Arising  
The Chair noted that there had been questions around the Pupil Premium Pledge from governors and this will be covered later in the meeting.

## **6 TRUST PRINCIPAL'S REPORT (PAPER PREVIOUSLY ISSUED)**

### Millthorpe Ofsted (previously issued)

- 6.1 The Trust Principal recorded that the trust are pleased with the Good outcome. The report reads well and the leadership of school have been accurate in understanding the needs of the school. The governors were represented well in the inspection.
- 6.2 A trustee asked what a 'mini' inspection means. The Trust Principal explained that if a school has a good rating if they are still good they have a one day inspection with the option to increase to a two day inspection if there is the possibility of moving from the good grading. Ofsted would not now visit again for a significant amount of time unless there was a significant concern.
- 6.3 A trustee asked if a school thinks they are outstanding can they request an inspection. The Trust Principal confirmed an inspection can be requested at a cost to the school.
- 6.4 A trustee asked how the school responded. The Trust Principal explained it is a useful report for the leadership team with public confirmation they are taking the right actions.

### Staff Survey (previously issued)

- 6.5 The Trust Principal noted that the Scarcroft survey responses are from September 2018 and the new Headteacher used this to work with his staff and have informal staff voice.
- 6.6 York High has made great improvements.
- 6.7 A trustee noted the responses for question 7 & 8 for Millthorpe and Scarcroft. The Trust Principal informed trustees that Scarcroft have reviewed their behaviour policy on the back

of this response and the Millthorpe Head of School is looking at behaviour patterns.

- 6.8 A trustee noted that the Millthorpe results seem low overall and the Millthorpe response of 67% to question 17 contradicts Ofsted and is lower than other schools. A trustee noted that the teachers are in school day in day out and Ofsted just for one day.
- 6.9 The Trust Principal will be looking at staff voice and understanding the responses on upcoming school visits.
- 6.10 The Knavesmire Headteacher noted that the Millthorpe data did not include the responses in the section neither agree / nor disagree.
- 6.11 In response to a trustee the Trust Principal confirmed the response data is not available.
- 6.12 A trustee asked if the survey links to any appraisal process or benchmarking? The Trust Principal explained that there is a multi layered approach including conversations with leadership, time in Millthorpe understanding the complexities of the situation with behaviour, staff offer, staff voice (leaders impact on professional development), looking at perception and communications.
- 6.13 The Knavesmire Headteacher noted that the question around professional development changed on the new survey, the previous question focused on CPD. The CFO noted that Millthorpe spend more on training than the other schools.
- 6.14 The Trust Principal confirmed the survey will be completed annually early in the academic year.
- 6.15 A trustee suggested consideration to what the Trust would want the staff survey responses to look like next year and how to get there.
- 6.16 A trustee noted that part of leadership is making sure the school is well lead and managed and that staff feel this way.
- 6.17 A trustee suggested that it would be interesting to see if there is a way of overlaying the information to see if there is a correlation between school outcomes and key questions from the staff satisfaction scores over time.
- 6.18 A trustee noted the caveat that the responses are from one day out of a year but triggers area for further investigation.
- 6.19 **Action:** Trust Principal to investigate the lower Millthorpe Staff Survey scores and compare the leadership question to the previous year's survey and report back to the trustees.
- 6.20 A trustee noted the impressive responses to questions 6, 9 and 10 at York High which suggests the leadership is clear.

Strategy and Improvement Plan (previously issued)

- 6.21 The Trust Principal explained that RAG ratings are amber as the document was only approved at the last meeting.
- 6.22 Schools are to demonstrate the disadvantaged children are a priority in the trust as pledged and ensure monitoring processes are in place.
- 6.23 The School on a Page document is being developed to include pupil premium reporting.
- 6.24 The CFO noted that each school should have a Pupil Premium funding action plan on the website and governors are part of driving the agenda.
- 6.25 A trustee asked if there is trust level detail to show what is happening around Pupil Premium and the impact to assess if there is enough focus and improvement to outcomes are being delivered.
- 6.26 The Chair noted that Pupil Premium will be part of the next governance evening.
- 6.27 The Trust Principal noted that Ofsted research shows the best way to address Pupil Premium is through a strong reading ethos and culture and as a trust could easily draw on good practice.
- 6.28 The Trust Principal noted that the 360 meetings include a focus on Pupil Premium.
- 6.29 **Action:** Trust Principal to provide a Pupil Premium overview update for trustees at the May meeting including numbers, funding, context, strategies, summary report and impact as a trust wide strategy.
- 6.30 A trustee asked how the networks are working. The Trust Principal explained that the aim was to ensure the teacher networks run. Network leads are in place, priorities agreed, agenda structure and they feed back to the Trust Principal. The Trust Principal is keen for the networks to become self-motivating and by linking leaders of the networks helps with information sharing across the trusts. The Knavesmire Headteacher reported that feedback from staff was very positive.
- 6.31 **Action:** A trustee requested teacher network feedback and impact assessment on a future agenda.
- 6.32 Trustees thanked the Trust Principal for the well written Strategy Improvement Plan which will be very helpful going forward.

## **8 EDUCATION AND STANDARDS COMMITTEE REPORT**

- 8.1 The Committee Chair reported that the Woodthorpe Deputy and Chair of Governors attended to provide an update on the improvement plan:
- The Knavesmire Headteacher is supporting

- The LGB are monitoring and tracking
- The target for Maths is 86% and are on track for 78%
- Maths Greater Depth outcomes are expected to be stronger this year
- The Committee were reassured the Year 6 teachers and Deputy are working hard but feel supported.
- The Headteacher and Chair of Governors will be invited back to update the committee

8.2 A trustee noted that the tracking is below target. The Trust Principal confirmed that at 78% the tracking is below target but there is still time for improvement. The 86% target is a realistic but aspirational target.

8.3 The Executive Headteacher attended to provide a York High update and explained the Pre Public Exam question level analysis to direct interventions and support students.

**David Borlase joined the meeting at 7.36pm.**

8.4 The committee discussed leadership capacity at York High.

8.5 The Trust Principal is at York High on 6<sup>th</sup> Feb 2019.

8.6 A trustee asked whether, if the leadership capacity is going to be increased, does it need to be done now? The York High Chair of Governors explained that the School Business Manager is working hard to find the money in the budget and a replacement Assistant Pastoral Head has been appointed.

8.7 The Committee Chair reported the placing of trust schools against the other schools in their block of 125 similar schools for Primary and 55 schools for secondary based on that cohorts last set of results

- Knavesmire 8<sup>th</sup>, trustees recorded their congratulations to Knavesmire.
- Scarcroft 25<sup>th</sup>
- Woodthorpe 104<sup>th</sup>
- Carr Junior 36<sup>th</sup>
- Millthorpe 19<sup>th</sup> (were 35<sup>th</sup> last year)
- York High 53<sup>rd</sup>

8.8 The committee looked at the Trust Improvement Strategy and School on a Page. The committee recommended the School on a Page be shared with LGBs.

8.9 There was an update on quality assurance of LGB minutes; some questions were raised on the clarity of what should be shared.

## **7 CARR JUNIOR PROPOSAL (DRAFT PAPER PREVIOUSLY ISSUED)**

7.1 The Chair explained that a decision is needed on the proposal of an interim Executive Head this evening, so that (whether or not the proposal is approved) recruitment can move forward in line with national deadlines.

- 7.2 The Trust Principal explained that the Carr Junior Headteacher is leaving for work life balance and not as a result of the trust and is very supportive of the trust. Carr Junior had strong results from clear strategies and processes driven by the Head, Deputy and Assistant and it is felt that now is not the right time to appoint a permanent Head. The proposed structure provides future leaders the opportunity to train and develop into possible Headteachers. Governors then have the opportunity to go to national advert in eighteen months' time. The proposal also gives professional development opportunities for staff at Knavesmire.
- 7.3 The Trust Principal explained that of all the schools Knavesmire are the only school in a position to provide this Executive Headteacher structure. The plan is that by September 2020 Carr Junior will have a permanent Head in place.
- 7.4 The Knavesmire Headteacher felt the proposal provides structure and resource to the arrangement.
- 7.5 A trustee asked why the timeframe is four terms. The Knavesmire Headteacher explained that the timing gives the opportunity for the Heads of School to be involved in budget setting and improvement planning and recruitment would start after two terms.
- 7.6 A trustee asked if there is any potential difficulty if both the Deputy and Assistant apply for the Head of School at Carr Junior. The Trust Principal explained that both could apply and the recommendation of the LGB is that both are possible candidates for a Headteacher post.
- 7.7 A trustee asked if the four months is a hard stop. The Trust Principal explained that written within the agreement are reviews and targets and there could be potential to extend if feel it appropriate.
- 7.8 The Knavesmire Chair of Governors noted that the Knavesmire LGB agreed to this proposal and if there are any changes this would need to be taken back to the LGB. The Trust Principal agreed there would be full consultation throughout.
- 7.9 A trustee asked what Knavesmire governors felt were the pros and cons. The Knavesmire Chair of Governors explained that governors felt leadership was more distributed this year and this is a positive opportunity for the Headteacher to be challenged and bring good practice back. There was rigorous governor discussion around what happens if Ofsted come, financial impact, Knavesmire potentially taking all the risk and what happens in four terms' time. The Chair of Governors was pleased with the discussion and challenge from governors and governors think the Deputy Headteacher is ready for this additional responsibility.
- 7.10 The Knavesmire Headteacher added that he would feel very differently if the Deputy Headteacher was not able to step up and the information he has had about the Carr Deputy and Assistant.

- 7.11 The Chair of Governors explained that the suggestion from the Headteacher and Deputy to get a full time NQT was challenged due to losing a very experienced teacher from the classroom. The proposal was approved by governors on the proviso that an NQT can be appointed who the Headteacher and Deputy are happy with, not just because it is the cheapest option. If the right person can not be found at NQT level then the proposal will need to go back to governors.
- 7.12 The Trust Principal confirmed that Carr Junior understand that they need to meet the school improvement cost. The suggested Head of School range is between L11 and L16 and the budget will have to absorb whatever decision is made.
- 7.13 A trustee asked why a full time teacher needs appointing. The Headteacher explained that full time is needed to release Phase Leaders to support the Deputy.
- 7.14 A trustee noted that it is a benefit of the trust to provide this support and opportunities.
- 7.15 A trustee emphasised the importance of providing CPD opportunities for staff to do the new roles.
- 7.16 A trustee asked if there is an exit plan after four terms given the waterfall of people including Deputy and Phase Leaders who will step up and have greater responsibility and then have to go back to their old post. The Knavesmire Headteacher assured trustees that the process is transparent and these are secondments with substantive secure posts.
- 7.17 The Chair emphasised the need to manage clear and timely communication with Knavesmire parents to be clear this is a secondment and is in response to Carr Junior governors asking for support.

**The Knavesmire Headteacher left the meeting.**

- 7.18 A trustee emphasised that support for the Executive Headteacher is a very important element. The Trust Principal explained that this would be a key role of the Trust Principal with informal support through the secondary Executive Headteacher and Heads of School.
- 7.19 **Resolution:** Trustees approved the Executive Headteacher proposal.
- 7.20 **Resolution:** Trustees approved the appointment at L31 (in the band 29 to 33) for four terms.
- 7.21 The Head of School ranges will be set by the Executive Headteacher / LGB.

**The Knavesmire Headteacher returned to the meeting.**

## **12 SUCCESSION PLANNING**

- 12.1 The Chair informed governors that he will put himself forward as Chair for another term.
- 12.2 Ms Mitchell informed trustees she will be stepping down as Vice Chair and Trustee due to work commitments but will continue as Chair of Governors at York High.
- 12.3 The Chair explained that the recommendation is for the Chair to do no more than six years, so in the interests of succession planning whoever steps up as Vice Chair would be working towards the role of Chair in a couple of years time.
- 12.4 The Chair encouraged trustees to consider the Vice Chair post and let him know.

## **9 FINANCE UPDATE (PAPER PREVIOUSLY ISSUED)**

- 9.1 The CFO summarised the finance update noting that staff costs are below budget and includes pay awards and increments. The non staff costs deficit is largely due to the cost of Millthorpe boiler work which will be devolved to capital.
- 9.2 The forecast reserves are ahead of where projected last July. The Woodthorpe reserve ratio moved backwards as a result of the decision to allow the £40k spend on Nursery development work.
- 9.3 The CFO noted the Central Services Team restructure and informed trustees that one part time staff member left, one full time requested moving to part time. The plan is to employ a full time person at a higher level to provide support to the Finance Systems and Control Manager who wants to go to part time. This gives capacity and allows for training. The change would be cost neutral. The post would be advertised externally and through the trust. Trustees approved the proposal.
- 9.4 The CFO noted that the KPIs show the staff cost ratios are high compared to the national average, having extracted catering and cleaning staff Knavesmire moves down to 76%, Scarcroft to 74% and Millthorpe to 80.5% which brings them closer to the national average of 73%

Jill Hodges left the meeting at 8.57pm.

- 9.5 The CFO reported that a meeting with Millthorpe took place to look at resource benchmarking and with York High as part of budget planning.
- 9.6 The Finance and Audit Committee Chair reported that he, Chair, Trust Principal and CFO met with Millthorpe around financial planning for next year and is looking in line with planning and reserves follow the trajectory set out in June 2018 meeting.



## **10 MEMBER MEETING REPORT**

10.1 The Chair reported that the member meeting took place on 29<sup>th</sup> January 2019. Members were broadly happy and the Trust Principal had answers to questions raised. There was challenge of the earned autonomy approach and if it is delivering for the children. A trustee noted that the earned autonomy is highly monitored with scrutiny and accountability and there are tools in place to allow this autonomy.

## **11 OFSTED (PAPER PREVIOUSLY ISSUED)**

### Ofsted Guidance for MAT Inspection

11.1 It was agreed for Ofsted to be carried over to the next meeting.

11.2 The Trust Principal made trustees aware of the batch visits noting the trust has two primary schools overdue.

### Draft Evaluation Schedule out for Consultation

11.3 It was agreed for the evaluation schedule to be carried over to the next meeting.

## **13 POLICIES (PAPER PREVIOUSLY ISSUED)**

### Admission Policy (including response to consultation)

13.1 Trustees noted and considered the comments from the one consultation response received.

13.2 **Resolution:** Trustees approved the Admissions Policy.

## **14 LGB BUSINESS**

### Scarcroft Re-constitution (previously issued)

14.1 Trustees requested that 'manage tendering and awarding of contracts' includes 'within scheme of delegation'.

14.2 Trustees requested that there be a majority of governors on a committee to be quorate.

14.3 **Resolution:** Subject to the above changes trustees approved the Scarcroft re-constitution proposal.

### Matters from LGB

14.4 Pupil Premium: in response to the question raised by local governors about trust work to deliver on the Pupil Premium Pledge the Trust Principal referred to the Trust Strategy and Improvement Plan where the Trust strap line refers to all children, that the first priority specifically refers to Pupil Premium children, that the first item in priority 1 refers to Pupil Premium children in action points 1,2 ,3 , 5 and in general terms throughout the document good practice ensures that all pupils including Pupil Premium receive the best of educational opportunities.

- 14.5 Pupil Premium children are being incorporated into the School on a Page documents that are being developed and monitored through the Education and Standards sub-committee.
- 14.6 The Trust Principal has Pupil Premium children on the top of agendas re monitoring for behaviour, provision and outcomes.
- 14.7 LGBs should be ensuring that their Heads/staff are also prioritising the needs of Pupil Premium children in all they do.
- 14.8 The Chair noted that adopting the pledge in itself will not 'solve' the attainment gap. It is the responsibility of everyone in the trust, including the LGBs, to recommit to doing the best for Pupil Premium students. Ultimately, the only thing that can make a real difference is what happens in the classroom, so a lot of the weight of this will fall on LGBs to challenge and hold their leaders accountable for what's happening in the school.
- 14.9 At a Trust level, benchmarking information and good practice will be shared, and in turn will hold the LGBs to account. Pupil Premium is scheduled for inclusion in the May Governance Evening for governors to hear about some of the good things that are going on in the schools. Trustees are making sure that progress of Pupil Premium students is embedded in the reporting and accountability framework.

LGB Appointments and Resignations (previously issued)

14.10 Trustees approved the below LGB appointments:

<b>Knavesmire</b>	<b>Woodthorpe</b>	<b>York High</b>
David Borlase Simon Downes Tamasin Greenough-Graham David O'Brien Ruth Phillips (re-appointments)	Sue Hodgson	Ian Savage Angela Leatt (re-appointments)

**15 TRUSTEE BUSINESS**

Recruitment

15.1 Trustee recruitment is underway.

Key School Dates (previously issued)

15.2 The Chair encouraged trustees to make school visits.

**16 ANY OTHER BUSINESS**

16.1 There were no items for AOB.

The meeting closed at 9.25pm.

**ACTIONS**
**6<sup>th</sup> February 2018**

Item	By	Action	Date
10.8	HP	Meet with the Trust Principal and agree need and options for potentially engaging CYC or an external provider for communication support.	Dec 2018

**24<sup>th</sup> April 2018**

Item	By	Action	Date
4.4	MF	Compile hard copies of company info	Dec 2018

**23<sup>rd</sup> October 2018**

Item	By	Action	Date
9.6	Chair / TP	Develop proposal for approaching / responding to concerns raised from LGBs. <i>5<sup>th</sup> February 2019: This will be addressed at the away day</i>	Jan 2019
18.2	Chair	Write a letter to Rachel Maskell MP to communicate trustees concern at the false representation in parliament on a Millthorpe uniform exclusion. <i>11<sup>th</sup> Dec 2018: The Chair has spoken with the Executive Headteacher who is taking the lead on writing a letter to be sent from the Chair and Chair of Governors.</i> <i>5<sup>th</sup> February 2019: The letter is written and will be posted.</i>	Nov 2018

**11<sup>th</sup> December 2018**

Item	By	Action	Date
5.2	TP	Trust Principal to submit a paper on the Trust name to Trustees following discussion with the Headteacher Group and governors.	July 2019

**5<sup>th</sup> February 2019**

Item	By	Action	Date
6.19	TP	Investigate the lower Millthorpe Staff Survey scores and compare the leadership question to the previous years survey and report back to the trustees.	March 19
6.29	TP	Provide a Pupil Premium overview update for trustees at the May meeting including numbers, funding, context, strategies, summary report and impact as a trust wide strategy.	May 19
6.31	Clerk	teacher network feedback and impact assessment on a future agenda	June 19

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**Chair of South Bank Multi Academy Trust**