

# South Bank Multi Academy Trust

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## Trust Board

Minutes of the Meeting held on Tuesday 7<sup>th</sup> May 2019

6.00 pm at Carr Junior School

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Present:	Edwin Thomas	Chair of Trustees
	Reuben Barrett	
	Pat Boyle	Non-Executive Trustees
	Martin Frost	
	Andrea Preston	
	Helen Priestley	
	Jill Hodges	
	Richard Milner	
Ian Wiggins		
In attendance:	Jo Edwards	Trust Principal
	Michael Gidley	Chief Finance Officer
	Vicki Kerr	Head of School, Carr Junior School
	Sophie Triffitt	Clerk to the Board of Trustees

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### **1 CARR JUNIOR SCHOOL PRESENTATION**

- 1.1 Prior to the start of the meeting trustees had a presentation from Carr Junior students on the Community Fridge. Trustees thanked the students for their presentation.

### **2 WELCOME AND INTRODUCTIONS**

- 2.1 The Chair welcomed attendees and introductions were made for the new trustees and Head of School.

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

- 3.1 Absence  
There were no apologies.
- 3.2 Declarations of Interest (previously issued)  
Trustees were provided with the opportunity to update their Business Interest Forms.

### **4 MINUTES OF TRUST BOARD MEETING HELD 5 FEBRUARY 2019**

- 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 Mr Milner attended the BHP Charity Trustee Seminar.
- 5.3 Matters Arising  
There were no matters arising.

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

- 6.1 The Trust Principal reported on the note of visit to Millthorpe on 20<sup>th</sup> March where she met with a range of staff members. School has a really positive feel, feedback was positive and staff talked about the children being a credit to the school and being proud of the children who are engaged and work hard to improve their behaviour and outcomes. Staff said they feel cared for and listened to. The Trust Principal hopes these positive messages are reflected in the next staff voice.
- 6.2 A trustee asked why in the last survey only 67% of Millthorpe staff responded that the school is well lead and managed. The Trust Principal explained that there is no clear view but there has been a turnover of staff, a period of change with the Executive Headteacher role and that it could have been an unfortunate day to do the survey. The Trust Principal reported that staff spoken to would recommend the trust to colleagues and friends.
- 6.3 The Headteacher Group met on 10<sup>th</sup> April 2019 and established a Joint Negotiation and Consultative Committee to meet with union representatives to consult on HR policies. The policies have been to staff, unions and Headteacher Group so will be ready for ratification by the trust after 23<sup>rd</sup> May.
- 6.4 **Resolution:** Trustees agreed to electronic ratification of the HR policies.
- 6.5 The CFO has been approached to undertake work on behalf of Rodillian Trust and will charge for any time.
- 6.6 Mr Wiggins made trustees aware that he is part of a CYC group of partners looking at no deal Brexit planning, there is nothing to report at this stage but he will make the trust aware if any issues arise.
- 6.7 The Trust Principal reported that the Millthorpe MUGA planning was approved subject to certain conditions but Sport England is challenging the planning conditions.
- 6.8 It was agreed for the expansion document to be on the next meeting agenda.

## **7 PUPIL PREMIUM REPORT (PAPER PREVIOUSLY ISSUED)**

- 7.1 The Trust Principal explained that the report provides a baseline on Pupil Premium funding. There has been a website audit which was shared with Headteachers and will be

looking to pull together and share best practice and involve LGB's.

- 7.2 A trustee asked if the trust is doing a good job on Pupil Premium. The Trust Principal explained that there is more to do and that it is a local and national problem. There are pockets of really good practice in the trust.
- 7.3 Pupil Premium is reported and tracked through the Education and Standards Committee.
- 7.4 Trustees agreed it would be useful to have a strong view of what the trust and schools are doing for Pupil Premium students under the pledge. The Trust Principal noted that it needs to be a thread through everything the trust do.
- 7.5 The CFO added that the DfE want to know if the Pupil Premium funding is having an impact as the gap is not closing as quickly as they would want. The Trust Principal confirmed this will be an item on the risk assessment.
- 7.6 A trustee noted that the funding is significant and there could be the opportunity to identify common need across the schools and provide a common solution such as early language skills resource across the trust to target that need for Pupil Premium children.
- 7.7 A trustee noted that outcomes are not improving fast enough, the trust signed up to the pledge but is Pupil Premium being given enough priority. The Trust Principal explained that the results this summer will highlight the area of need.
- 7.8 It was agreed there is a need to think about what the trust are doing to enhance outcomes and experiences for Pupil Premium children and bridge the gap. It was agreed to include Pupil Premium in the Strategic Plan.
- 7.9 The Trust Principal had included the Sutton Trust Framework for Evaluating Pupil Premium Funding and Impact which can be very powerful.
- 7.10 The Head of School informed trustees that Carr Junior had an external Pupil Premium Review which has been very helpful and resulted in the governors establishing a working group. It was agreed to share the Carr Junior experience as part of the Pupil Premium session of the Governance Evening.
- 7.11 A trustee requested that initial conversations with Headteachers on the best approach to Pupil Premium are framed with common themes and collaborative approach.
- 7.12 It was agreed to have the Primary Pupil Premium update/form submission at the October meeting and Secondary at the December meeting.
- 7.13 Trustees agreed it would be useful to have standardised key metrics for comparison.
- 7.14 A trustee noted that a Trust Data Manager could be very useful in collecting and presenting data in respect of Pupil Premium.

## **8 TRUST OFFER (PAPER PREVIOUSLY ISSUED)**

- 8.1 The Trust Principal explained that the most economical way of running a MAT is a centralised or hub model and there are some ways the trust could be more efficient. There is a balance between investing in services and taking funds from the schools.

### Trust E Mail

- 8.2 The trust e mail being standardised for all trust staff is complete for all primary schools. The secondary schools are on a different system and the Executive Headteacher is discussing with Vital.

### Trust Name

- 8.3 Headteachers are happy with the work on the single trust name but concerned about any additional cost from the school budget. A full proposal will be brought forward to Trustees at a later date.

### MI System

- 8.4 Central team access to school management information systems is becoming time consuming and inefficient and there are six separate single central registers. Schools are reluctant to change systems as the different system works for them.
- 8.5 Trustees agreed that a common MI system is logical but questioned if it goes against the autonomous approach. A trustee noted that the admin process does not impact autonomy on curriculum, the efficiency would be a value and there would be no negative impact to the children. A trustee emphasised the importance of a positive change management process if there is a decision to have the same system and whilst there would be a cost a project manager to manage the change centrally could be beneficial.
- 8.6 Trustees were supportive of moving to a common system and in the meantime it would be helpful to have access to the systems in use as it would make selection easier.
- 8.7 Trustees requested no new contracts are renewed until a decision is made.
- 8.8 **Resolution:** It was agreed that the trust expects that by the start of the 2020/21 academic year all schools will be on the same MI system and for the cost to be as manageable as possible. If some schools incur more costs than others as a result of the change, the Trust should consider ways of sharing those costs more fairly.
- 8.9 **Action:** Include the one MI system decision in the Trust Board update to governors and Trust Principal to take back to the Headteacher Group.

### Data Manager

- 8.10 The Data Manager role will be discussed at the next Headteacher Group meeting.

### Trust Day

- 8.11 The Trust Principal explained that as an academy the trust can claim extra training days

and referenced an academy that takes five additional training days. Trustees discussed the possibility of a Trust Staff Day on 6<sup>th</sup> March 2020 as an opportunity for all staff to contribute to moving the trust forward. Trustees recognised possible parent concerns.

- 8.12 The Trust Principal proposed the 6<sup>th</sup> March 2020 as a trial with clear planning and focus and for parents to be engaged.
- 8.13 A trustee asked if the staff day is delayed could the existing allotted days absorb one synchronised day. The Trust Principal explained that it would have to wait until 2020/21 as the days for 2019/20 are already set and the Headteachers have said they need all the days they currently have for school training.
- 8.14 A trustee felt strongly that there would be a huge benefit to a trust staff day and asked if there would be the opportunity to include members, trustees, governors and parents to engage all stakeholders.
- 8.15 Trustees agreed that if the Trust Principal and Headteachers decide to progress a trust staff day they would support fully.
- 8.16 A trustee suggested going forward schools are asked to have a shared training day each year whether it is used or not.

#### Trust Business Manager

- 8.17 The Headteacher Group agreed they wanted to invest in the Trust Business Manager on a permanent basis.

#### Central Services Team Facilities

- 8.18 Schools are considering whether they can offer space for the central team.

## **9 GOVERNANCE MANUAL (PAPER PREVIOUSLY ISSUED)**

- 9.1 The Chair explained the document defines lines of communication and governance related matters and processes.
- 9.2 It was agreed to include;
- The nine question Trust Self-Evaluation and Ofsted Summary review to the self-review cycle.
  - 'Where there is a safeguarding concern' in communication.
  - 'Confidentiality' in Wider Participation.
  - That all Headteachers have access to Trust Board papers on MinutePad in 2.6.
  - 'In consultation with the Trust Board' on Headteacher salary approval.
  - Trustee and Member appointment.

## **10 EDUCATION AND STANDARDS COMMITTEE REPORT**

- 10.1 The Committee Chair reported that the committee are continuing the invitation to Heads and Chairs. The Woodthorpe Headteacher and Chair of Governors attended the April meeting. The Headteacher provided context of the current Year 6 cohort and the committee discussed aspirational targets.
- 10.2 There was a report from the York High Executive Headteacher, Head of School, and Chair of Governors. An uplift in outcomes is reported with the caveat on the accuracy of predictions. The Behaviour Strategy at York High is having an impact and there has been an increase in positive responses from the stakeholder surveys.
- 10.3 The committee discussed how trustees have an accurate view on the quality of teaching, curriculum offering and impact of curriculum. The Trust Principal noted that there is good practice from Woodthorpe on judging the impact of a curriculum which will come back to the committee.
- 10.4 The Trust Principal informed trustees that Lisa Beadle complimented the trust on the Trust Improvement Strategy.

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

### FINANCE AND AUDIT COMMITTEE REPORT

- 11.1 The Committee Chair reported that the March meeting focused on agreeing a rolling agenda schedule, including annual meetings with each school in the spring term, budget assumptions, revised budget (which is ahead of plan due to an unexpected in year opening balance, which is being investigated), internal audit including a three year schedule, risk register, CIF bids and associated loans. Millthorpe lettings will be reviewed once the MUGA is open. The Committee Chair thanked the CFO for his hard work and contribution to the committee.
- 11.2 A trustee recommended the Risk Register is reviewed at Trust Board level as not all risks will be financial. The Committee Chair informed trustees that an action from the audit discussion was to engage support on best practice of risk management.
- 11.3 The CFO informed trustees that internal review and audit are now part of the annual submission requirements and is likely to be included in the financial handbook. Hetabled Lord Agnew's letter on the academy audit process.

### RECOMMENDATIONS FOR SUPPORT STAFF PAY INCREASES 2019 (PAPER PREVIOUSLY ISSUED)

- 11.4 The CFO proposed implementing the pay award in line with York backdated to April 2019. The presented budget assumes the pay award and the overall cost to the trust is £95k which is affordable at this point in time and should positively impact the pay gap.
- 11.5 Recommended for approval by the Finance and Audit Committee.



11.6 **Resolution:** Trustees approved the recommendation.

RECOMMENDATION FOR FINANCIAL REGULATIONS (PAPER PREVIOUSLY ISSUED)

11.7 The CFO highlighted the requirement of schools to give prior notice to the Trust Principal and CFO on contracts.

11.8 Recommended for approval by the Finance and Audit Committee.

11.9 **Resolution:** Trustees approved the financial regulations.

BUDGET MONITORING (PAPER PREVIOUSLY ISSUED)

11.10 The CFO reported that budget monitoring is against the revised budget a business rates adjustment at York High and insurance claim contribute to the variance on income.

11.11 There is a reserve of 3.3% against the trust policy of 4%. The CFO explained the discussion at the Finance and Audit Committee on ring-fenced funds of £65k reducing the reserve percentage to 2.9%.

11.12 The KPI's report the staff cost ratio at Knavesmire, Scarcroft and Millthorpe is high against national and the expectation is to be between 75% and 80%. Staffing for after school clubs and an experienced staff profile contribute to the high ratio.

11.13 **Action:** CFO to provide a 2017-18 regional staff cost ratio KPI comparison.

REVISED BUDGET (PAPER PREVIOUSLY ISSUED)

11.14 The CFO reported that the reserves position has improved partly due to a better brought forward position. The in year reserve has improved from the budgeted £194k to £179k and delivers a reserve carry forward of £509k.

11.15 Schools have been asked to look at 2019/20 as part of the revised budget process and overall are in line with expectation with a small surplus next academic year.

11.16 Assumptions include sensitivities and risk to the budget including a 2% pay award without government funding.

11.17 The Committee Chair reported that the Finance and Audit Committee were happy with the direction of travel and working towards 4% target reserve.

11.18 Recommended for approval by the Finance and Audit Committee.

11.19 **Resolution:** Trustees approved the revised budget.

11.20 The CFO confirmed the Carr Junior four month budget submission date is six weeks after the date of the final funding letter.

CIF BIDS AND ASSOCIATED LOANS (PAPER PREVIOUSLY ISSUED)

11.21 Two of the three bids were successful. The mobile classroom replacement at Millthorpe

and the windows and doors replacement at Woodthorpe. The ESFA changed the marking criteria and willingness of schools to financially support the application enhanced the scoring. Loans are available through the ESFA over a ten year period.

11.22 With the introduction of Carr Junior the trust is over 3k pupils and will receive the guaranteed capital funding and the trust need to define how to allocate the funding.

11.23 Recommended for approval by the Finance and Audit Committee.

11.24 **Resolution:** Trustees approved the CIF Bids and Associated Loans.

11.25 The Chair reflected on the phenomenal success of the trust in bid funding applications which is to the value of £5.6m in the last three years which provides a massive investment in the trust schools. Trustees recorded their thanks to all the staff who have worked on the CIF funding applications.

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

### COMPLAINTS POLICY (PAPER PREVIOUSLY ISSUED)

12.1 The Trust Principal confirmed the policy has been updated in line with ESFA advice, Mrs Hodges has attended CYC Complaints Training and there may be further guidance on the policy.

12.2 **Resolution:** Trustees approved the Complaints Policy and for it to be updated in light of any new guidance.

### BEHAVIOUR POLICY (PAPER PREVIOUSLY ISSUED)

12.3 The Ofsted summary framework asks for trust wide behaviour, curriculum and anti-bullying policies. They have been reviewed by the Headteacher Group and provide a trust wide view and the schools then hold their more detailed and school specific policies.

12.4 **Resolution:** Trustees approved the Behaviour Policy subject to the inclusion of safeguarding in aims.

### EXCLUSION POLICY (PAPER PREVIOUSLY ISSUED)

12.5 The Trust Principal tabled a version with the changes requested at the Education and Standards Committee. Trustees requested the policy is deferred to the July meeting.

### CURRICULUM POLICY

12.6 The Trust Principal tabled a Curriculum Policy and requested feedback once trustees have had time to read and consider.

### ANTI BULLYING POLICY STATEMENT (PAPER PREVIOUSLY ISSUED)

12.7 The Trust Principal explained that the statement is based on the ethos and values of the trust and gives consideration to reporting to the trust.

12.8 **Resolution:** Trustees approved the Anti Bullying Policy Statement.



**13 CLERKING (PAPER PREVIOUSLY ISSUED)**

- 13.1 The Governance Service has provided a two and three year quote. Trustees were aware of the high value of the contract and agreed it was important to undertake due diligence and obtain additional tenders for three year contracts.
- 13.2 **Resolution:** Trustees agreed for the contract approval to be delegated to the Finance and Audit Committee.

**14 LGB BUSINESS**

Carr Junior Scheme of Delegation

- 14.1 The Trust Principal and CFO tabled the Scheme of Delegation for schools not yet good previously approved on the 6<sup>th</sup> March 2018.
- 14.2 **Resolution:** Trustees approved the scheme of delegation for Carr Junior on an interim basis until a full review of all the Scheme of Delegations at the July meeting.
- 14.3 It was agreed to review the Scheme of Delegations at the July meeting. A trustee suggested it would be helpful to have the varying levels of delegation within one document.

Scarcroft Chair Appointment

- 14.4 **Resolution:** Phil Cooke was approved as the Scarcroft Chair of Governors.

Matters from LGBs

- 14.5 There were no matters from LGBs.

LGB Appointments and Resignations (previously issued)

- 14.6 Trustees approved the below LGB appointments with continuous service for Carr Junior governors:

	Millthorpe	Carr Junior
<b>Governor Appointments</b>	Amanda Stipetic Fay Bound Alberti Roy Moore  Claire Smith Stephen Gilroy	Tom Maskell Emily Scott Scott Carlton Paul Bickle Emma Langton Myra Prudames Ian Reavill Lynda Winston Helen Franks

**15 TRUSTEE BUSINESS**

Celebration and Events of Note (previously issued)

- 15.1 Trustees thanked the Trust Principal for the update.

Key School Dates (previously issued)

- 15.2 The key school dates were circulated.

2019/20 Meeting Dates (previously issued)

15.3 **Resolution:** Trustees approved the meeting dates and for the LGB meetings to be scheduled around them.

15.4 **Resolution:** Ian Wiggins was appointed to the Education and Standards Committee and Richard Milner to the Finance and Audit Committee.

15.5 Mrs Hodges recommended the online NGA Effective MAT Governance training.

**16 ANY OTHER BUSINESS**

16.1 The Chair 360 will be undertaken.

The meeting closed at 9.25pm.

**ACTIONS**

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

9<sup>th</sup> March Away Day

Item	By	Action	Date
2.5	TP	Develop the processes by which the Trust can ensure that School Improvement plans address Trust Priorities (as appropriate), and make use of the Trust's collaborative strengths.	July 2019
2.5.1 2.6/2.7	TP/HT G/CFO	Undertake a program of engagement with Staff so that they feel they are part of the Trust and understand the benefits of being in it. Ensure that all staff are aware of the Trust's key priorities. Develop staff networks (and their leaders) as a growing tool for school-to-school support and talent management.	Ongoing
2.9	TP/HT G	Investigate why Central Staff and school leaders have different perceptions of the Trust's stage of development.	July 2019
6.6	Chair	Consider how we address the obstacles that stand in the way of the Trust's objectives at the next Away Day.	Sep 19

12<sup>th</sup> March 2019

Item	By	Action	Date
10.5	TP	School level 'How likely would you be to recommend' question response from pupils, parents and staff with some brief parent voice commentary to be reported back to Trust Board.	July 19
13.9	TP / CFO	Investigate unconscious bias training.	July 2019
16.3	TP	Progress self evaluation of the Headteacher Group.	July 2019

7<sup>th</sup> May 2019

Item	By	Action	Date
8.9	TP	Include the one MI system decision in the Trust Board update to governors and Trust Principal to take back to the Headteacher Group.	May 2019
11.13	CFO	Provide a 2017-18 regional staff cost ratio KPI comparison.	July 2019

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**Chair of South Bank Multi Academy Trust**