

South Bank Multi Academy Trust

Trust Board

Minutes of the Meeting held on Tuesday 10th December 2019

6.00 pm at York High School

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

1 YORK HIGH SCHOOL PRESENTATION

1.1 Due to unforeseen circumstances there was no York High School presentation.

2 WELCOME AND INTRODUCTIONS

2.1 The Chair welcomed attendees.

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

3.1 Absence

Apologies were received from Helen Priestley.

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 22 OCTOBER 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 **Action:** Follow up outstanding DBS certificates.

5.3 The CFO confirmed that Section 128 checks have been completed.

Matters Arising

5.4 The CFO reported that the surveyor report for Scarcroft had been provided and confirmed that the cracks are historic and have happened over a long period of time and there is no major structural issue. There are a small number of recommendations for repairs including use of a HeliBar for the split in the wall, drainage repairs and work on the concrete slab the wall sits on. School will own the rectification works and a school condition allocation bid is being prepared.

5.5 **Action:** Clerk to contact Pupil Premium link governors to inform them that the Education and Standards Committee Chair will be in touch to schedule a link governor meeting.

5.6 It was confirmed that Mrs Boyle has made a trustee visit to Knavesmire, Mr Wiggins (Woodthorpe), Mr Milner (York High), Mrs Preston (Scarcroft), Mr Frost (Millthorpe) and Mrs Hodges (Carr Junior) visits are scheduled.

5.7 The Chair of Trustees reported that Jane Lewis made a successful personalised governance review proposal and has been briefed. Trustees confirmed they are happy for their e mail to be shared with Ms Lewis to arrange an online survey and telephone conversation. There will also be a Trust Board facilitated meeting. A report will be provided by the end of February ready for the March meeting.

5.8 **Action:** Clerk to circulate doodle poll for the Trust Board facilitated governance review meeting.

5.9 Mrs Boyle has completed an initial Safeguarding review and will meet with the Trust Business Manager and Trust Principal to review the documents for commonality and reported back through the Safeguarding Working Group. The Trust Principal reported that all schools are moving onto the CPOMS system.

5.10 **Action:** Pat Boyle, Trust Principal and Trust Business Manager to review the Safeguarding Reports for commonality and best practice.

5.11 It was agreed that each strand of the Strategic Plan will be reviewed at separate meeting and a full review at the final July meeting.

6 TRUST PRINCIPAL'S REPORT (PAPERS PREVIOUSLY ISSUED)

6.1 The Trust Principal felt the celebration of events showcases the vibrant Trust and a Trustee noted that the York High School Chef is through to the regional round of School Chef of the Year.

6.2 The gender pay gap analysis will be done for each school and the central team will identify where the greatest area of impact is to the trust's gender pay gap.

6.3 The audit findings describe South Bank MAT as having a good system of financial controls.

- 6.4 The peer to peer review on Year 6 to Year 7 transition was a really worthwhile exercise and as a result of this work there was an interesting debate in the Headteacher Group on Writing across key stages.
- 6.5 The JNCC asked the Trust to consider adopting the Green and Burgundy Books, this will be discussed at Headteacher Group who will investigate the pros and cons.
- 6.6 The Trust Principal explained the need to increase Trust capacity and proposed speaking to the Headteachers about interests in working across the trust and growing the skillsets of the central team. A Trustee requested consideration to independence of scrutiny, affordability, not excluding the Trust Principal role from an external recruitment in the future and impact to the trust.
- 6.7 **Resolution:** Trustees agreed in principle for the Trust Principal to explore a trust standards role and bring a proposal to the trust board in March.

7 CIF UPDATE (PAPER PREVIOUSLY ISSUED)

- 7.1 The Trust Principal reported that the interviews and investigations will be complete this week and two disciplinary hearings are scheduled for WC 16th December. The individuals should have been allowed more time (a fortnight) under the policy but they wanted this part of the process complete by Christmas.
- 7.2 There is a governance review in the New Year, the Trust Principal and CFO are chasing the ESFA and there are findings from the internal and external audit reports.
- 7.3 A Trustee asked if at the end of the process learnings could be shared in a general manner with LGBs and leaders to improve practice across the Trust. The Chair confirmed it was his intention to share as much as possible, to allow a transparent lessons-learned analysis.
- 7.4 Trustees thanked the Trust Principal and the CFO for their work on CIF.
- 7.5 **Resolution:** Trustees approved the confidential minutes from the 22nd October 2019.

8 GROWTH PLAN / STRATEGY (PAPER PREVIOUSLY ISSUED)

- 8.1 Trustees discussed whether growth should be part of the three trust strategic priorities which for this year are curriculum, disadvantaged and staff offer; or whether growth sits as a separate long term strategic objective / ambition.
- there is a limited amount of capacity and trustees need to choose what the priorities are
 - will growth make a material difference to improving outcomes for the students?
 - a Trust Standards role could provide capacity.
 - can meaningful improvements be made without growth?
 - another school does not necessarily bring more money into the Trust and may need more resource to improve depending on their improvement journey
 - growth has created positive opportunities for staff in the trust and improved the outcomes of students at York High.
 - Investigating other routes of growth beyond taking more schools into the Trust.

- Given the lack of external pressure for academisation, there is less risk to pausing our growth efforts at the present time than there might have been previously.

- 8.2 A Trustee noted the importance of the discussion around growth but suggested deferring to the next meeting after the outcome of the general election as this will drive the strategic direction.
- 8.3 A Trustee asked if the Trust could facilitate a replacement to the West Cluster that has stopped. The Trust Principal explained that the Woodthorpe Headteacher is naturally a lead on this and should be encouraged to maintain and develop this link.
- 8.4 Trustees agreed that Trust Principal capacity should be focused on the three trust priorities. In respect of growth, the Trust Principal should focus on improving the trust internal offer, in parallel with the planned improvements to governance, so that the Trust has a compelling offer and strong capacity to any schools which may choose to academise in future. At the same time, the Trust should be responsive to any potential opportunities that may arise.
- 8.5 Trustees noted that feedback from the Away Day showed support for raising the levy, and/or pursuing more far-reaching economies of scale even if they impinge school autonomy, to fund an improved Trust offer. The Trust Principal was encouraged to think broadly about what the trust could provide.
- 8.6 Trustees agreed to revisit the growth strategy at the July meeting, in the context of the Trust's priorities for next year.

9 EDUCATION AND STANDARDS COMMITTEE REPORT

- 9.1 The Committee Chair reported on the 19th November meeting where the secondary school standards reviews took place.
- 9.2 Millthorpe reported a +0.08 Progress 8 which whilst positive is a decline on the previous year. Maths and English had strong outcomes and the higher performers achieved well with 122 grade 9's which is above national average. The Executive Headteacher raised the issue of the accuracy of teacher predictions. Steps had been taken to prioritise Pupil Premium students and families are being engaged. The Head of School explained the school are now in a position to move focus from Year 11 to the whole school and high quality teaching across all years.
- 9.3 York High School were congratulated on improving the Progress 8 -0.96 to -0.27.
- 9.4 The committee also reviewed the school on two pages and targets, websites and presentation of information, common attendance policy and approach to fines and agreed for Pupil Premium to be a standing agenda item,
- 9.5 A Trustee noted that the Millthorpe financial position is the weakest. They have a high proportion of upper pay scale teachers but this is not reflected in the results. The committee chair explained that the number of people on highest pay scales does not directly correlate with higher outcomes. Historically when UPS was introduced it was time related, not performance related. The Trust Principal explained that the weighting for subjects is different and the UPS teachers may not be in the key subjects of Maths, English and Science.

- 9.6 A Trustee questioned how the Trust can address the highest paid staff not having the best outcomes. A Trustee suggested it needs to be part of a robust performance management process and CPD programme. It was agreed the Education and Standards Committee will review performance and the Finance and Audit Committee will focus on the financial return of cost, timetable efficiency, pupil staff ratio and class size ratio.
- 9.7 A Trustee noted that there are finance and standards risks highlighted at Millthorpe and asked if there needs to be action to mitigate any risk as early as possible. Trust Principal noted that there is good practice at Millthorpe and structural changes made to put a strong CPD offer in place, they are one of the best schools in the city for inclusion and are the most oversubscribed school in York.
- 9.8 A Trustee asked if there is an opportunity to grow Millthorpe. The CFO noted that there is a meeting with CYC place planners to discuss places going forward.

10 ANNUAL ACCOUNTS AND ANNUAL REPORT (*PAPER PREVIOUSLY ISSUED*)

- 10.1 The Finance and Audit Committee reviewed the accounts and annual report in detail and recommended for approval.
- 10.2 The CFO highlighted the operational surplus of £48k in the year and a revenue reserves ratio at year end of 4.1%.
- 10.3 The issues flagged in the Audit Finding Report are being addressed with the schools. There is one red issue around safeguarding as two Business Managers had destroyed identity documentation of staff due to a misunderstanding of GDPR advice but this is being addressed.
- 10.4 The Finance and Audit Committee Chair noted that the number of points identified was longer than previous years and three points from the previous year had not been addressed and centred on one school. BHP confirmed it was unusual to see issues concentrated on one school.
- 10.5 A Trustee noted that the update from BHP was useful and suggested all Trustees be invited to that part of the Finance and Audit Committee meeting.
- 10.6 A Trustee noted the higher paid staff increase from four to seven and it was noted that this increase has been impacted by the number of schools in the trust increasing and the CFO role.
- 10.7 **Resolution:** Trustees approved the Annual Report and Financial Statement.

11 FINANCE AND AUDIT COMMITTEE REPORT

- 11.1 The Committee Chair reported that BHP confirmed the outcome of the annual report overall was positive and the Trust has good financial controls.
- 11.2 The CFO had confirmed the type of information downloaded for Trust Board meetings is ok but should be deleted after use and will remain accessible through Decision Time. Trustees agreed to delete papers after meetings and for Trustees to confirm on leaving they have deleted / destroyed all papers.

- 11.3 The committee discussed the school resource management checklist and agreed that this will be the key information to inform questions for schools at the March meeting. The CFO confirmed the checklist will be shared with the Board at a future meeting.
- 11.4 The committee approved spend on the Trust training day, agreed a Capital Allocation Process with the inclusion of mid-point monitoring, reviewed risk monitoring and approved a Debtors Policy.
- 11.5 The new Committee Chair thanked Mr Barrett for his time chairing the Finance and Audit Committee.

12 FINANCE MONITORING (PAPER PREVIOUSLY ISSUED)

- 12.1 The CFO reported the variance to budgets is linked to profiling and additional unexpected expenditure means there is no surplus reported for the central team.

Risk Reporting – by exception

- 12.2 The CFO reported the CIF and Scarcroft building risk update in the Finance Report.

13 TRUSTEE BUSINESS

TRUSTEE AND GOVERNOR ESSENTIAL TRAINING (PAPER PREVIOUSLY ISSUED)

- 13.1 The Chair of Trustees explained that the Chairs of Governors have been consulted and were strongly supportive of the policy. They wanted the Trust to adopt the training proposal without further consultation .
- 13.2 Trustees noted the need to lead by example and ensure the Board's training was in line with the new policy.
- 13.3 **Action:** Clerk to provide CYC training records and get Educare training from the Trust Business Manager.
- 13.4 **Resolution:** Trustees approved the Trustee and Governor Essential Training proposal.

TRUSTEE VISITS

- 13.5 Covered in matters arising from the previous meeting.

BOARD RECRUITMENT AND SUCCESSION PLANNING

- 13.6 The Chair informed Trustees that Mr Frost and Mr Barrett will be stepping down at the end of their term. There will be an advert for two Trustees with legal and business/finance skills, and a third governor Trustee.

14 LGB BUSINESS

MATTERS FROM LGBS

- 14.1 There were no matters from LGBs for consideration.

LGB APPOINTMENTS AND RESIGNATIONS (PAPER PREVIOUSLY ISSUED)

14.2 **Resolution:** Trustees approved the below appointments.

York High	Carr Junior
Rosemary Swords (re-appointment)	Kate Smithson (Parent) Paul Bickle (Parent) re-appointment

15 TRUST PRINCIPAL AND EXECUTIVE HEADTEACHER PERFORMANCE MANAGEMENT

15.1 Recorded as a separate confidential minute.

16 ANY OTHER BUSINESS

16.1 Knavesmire are hosting a Chinese pupil international visit and have a possible international trip for Knavesmire pupils to go to China if this can be funded by sponsorship. Trustees were asked to let the Knavesmire Headteacher know of any sponsor opportunities.

The meeting closed at 9.44pm.

ACTIONS

12th 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.	Jan 2020

22nd October 2019

Item	By	Action	Date
6.11	TP	Review website efficiency / commonality across the trust.	Sep 2020
8.2	JH	Schedule a Pupil Premium Link Governor meeting to understand strategies and best practice.	Mar 2020
14.7	TP	Develop Collaboration Guidance.	Mar 2020
14.8	TP	Communication Plan to address the high power high impact quadrant to be included in the Strategy Plan.	Mar 2020

10th December 2019

Item	By	Action	Date
5.2	Clerk	Follow up outstanding DBS certificates.	Dec 2020
5.5	Clerk	Contact Pupil Premium link governors to inform them that the Education and Standards Committee Chair will be in touch to schedule a link governor meeting.	Dec 2020

5.8	Clerk	Circulate doodle poll for the Trust Board facilitated governance review meeting.	Dec 2020
5.10	PB, TP, TBM	Review the Safeguarding Reports for commonality and best practice.	Mar 2020
13.3	Clerk	Provide CYC training records and get Educare training from the Trust Business Manager.	Jan 2020

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Chair of South Bank Multi Academy Trust