

# South Bank Multi Academy Trust

## Trust Board

Minutes of the Meeting held on Tuesday 10 July 2018

6.00 pm at Carr Junior School

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Present:	Edwin Thomas	Chair of Trustees
	Reuben Barrett	Non-Executive Trustees
	Martin Frost	
	Graham Wilson	
	Helen Priestley	
In attendance:	Trevor Burton	Executive Headteacher
	Anna Cornhill	Headteacher Scarcroft / Trust Principal
	Rebecca Guest	Chief Finance Officer
	Jo Edward	Future Trust Principal
	Sophie Triffitt	Clerk to the Board of Trustees

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### **1 WELCOME AND INTRODUCTION**

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, Nicola Mitchell, Jill Hodges and Pat Boyle.

#### 2.2 Declarations of Interest

Trustees updated their Business Interest Forms.

### **3 MINUTES OF TRUST BOARD MEETING HELD 24 APRIL 2018 AND 26 APRIL 2018**

3.1 The minutes were approved subject to agreed amends.

### **4 MATTERS ARISING AND ACTION PLAN**

4.1 All actions were complete or carried over to the autumn term.

4.2 The Trust Principal confirmed school to school support arrangements are included in the

School Improvement Strategy.

4.3 The Trust Principal confirmed the Safeguarding Policy is in place and on the school websites but may need updating in line with the updated Keeping Children Safe in Education when released.

4.4 Matters Arising  
There were no matters arising.

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

5.1 The Trust Principal reported that across MAT working parties are in place for Year 6 to Year 7 transition led by Maths and English leads at Millthorpe and for Pupil Premium development at Millthorpe and York High.

5.2 A Trustee asked how the York High conversion was communicated to stakeholders. The Executive Headteacher explained that there was a lot of communication with staff and the newsletter covered the conversion for parents and should have reached all stakeholders.

5.3 The Trust Principal confirmed item 6.1 of the report 'Headteacher Group discussed a joined up approach to Pupil Premium' led to the development of the working party to compare practice, funding allocation, statutory reporting and impact analysis.

5.4 The Trust Principal explained that the MAT CPD networks are worth expanding to support staff and wider year groups possibly making the Trust Principal the convener of the first one of the year.

## **6 TRUST PRINCIPAL PERFORMANCE MANAGEMENT UPDATE**

6.1 Mrs Priestley reported that the Trust Principal performance review process has been completed noting the large amount of work completed in a short period, in particular the Headteacher Group and peer review work is impressive. Overall the review was very positive with objectives met or exceeded. Four key objectives have been set up to the end of term around an induction programme for the new Trust Principal, Health and Safety and Safeguarding audits, MAT Development Plan and revising the Strategy Document.

6.2 Trustees recorded their thanks to the Trust Principal for a good years work.

## **7 EDUCATION AND STANDARDS COMMITTEE REPORT**

7.1 In the absence of the Committee Chair the Chair of Trustees reported that the main focus of the meeting was; the importance of targets, reviewing the data suite, gathering data around behaviour and attendance, categorisation grid, data dashboard – discrepancy between the primary attainment and progress reporting, Scarcroft Writing, York High Learning Leaders

and that York High GCSE results are not expected to deliver a significant uplift this year but the changes implemented and the plans in place for a major push on behaviour should deliver greater improvements next year.

- 7.2 The Trust Principal reported on the previously circulated SATs results:
- Carr Reading should be reporting 80.
  - Progress data is estimated until data is released late in the autumn term.
  - Knavesmire maintained a strong position.
  - Scarcroft and Carr have improved.
  - Woodthorpe results are not great but anticipate being well clear of coasting and the autumn progress data may reflect positive progress.
- 7.3 The Chair of Trustees congratulated the Scarcroft Headteacher on the Writing data. The Scarcroft Headteacher was delighted with the outcomes and noted that the results are testament to the hard work and commitment of staff.
- 7.4 The Chair of Trustees recognised the effort of Scarcroft staff and also recorded thanks to those that supported, in particular Jennie Wogan who has been exceptionally committed to this support in addition to delivering excellent results for her own class. It was agreed for the Chair of Trustees to write to Miss Wogan to recognise her going above and beyond to support the MAT.
- 7.5 The Chair of Trustees congratulated Carr Junior on their results. It is great to have them joining the MAT with such strong results and the impressive changes that have delivered these results will help the MAT. The Trust Principal noted the great improvements from the previous year in Reading and the excellent Maths and Greater Depth results
- 7.6 Trustees acknowledged that Knavesmire have maintained their excellent results.
- 7.7 A Trustee felt strongly that some of these results are a great example of working collaboratively as a MAT.

## **8 SAFEGUARDING AND SAFETY GROUP REPORT**

- 8.1 The Trust Principal reported that the first working group was a very positive meeting which saw the review of reports on Health and Safety and Safeguarding. It was agreed that the individual reports remain the property of the individual schools and an overarching report is produced for a trust wide view.
- 8.2 Governors challenged if there should be separate groups for Health and Safety and Safeguarding and the Trust Principal suggested revisiting the challenge after seeing how the meetings progress.
- 8.3 There were examples highlighted of opportunities to share best practice and areas for link

governors to discuss with their school lead.

- 8.4 **Action:** Clerk to circulate the Health and Safety and Safeguarding reports.
- 8.5 **Action:** It was agreed for the Finance and Audit Committee to decide if the Risk Register remains the remit of the committee or the working group.

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

### Finance and Audit Committee Report

- 9.1 The Committee Chair reported that discussion focused on support staff pay increases and budget approval. The Committee are recommending the MAT stay in line with CYC support staff pay recommendations. There was lengthy and detailed discussion on the individual budgets for 2018-19 with a bottom line reserve of 1.1% (£182k) against a target of 4% and the importance of an improving reserve trend.
- 9.2 The Committee approved the budget for recommendation with the caveat of working to ensure an improved financial position for 2019-20 onwards and the need to align financials with recruitment strategy and decisions.
- 9.3 The Committee discussed assumptions and decided to take a middle ground approach and the CFO has prepared those figures for approval by the Trust Board.

### Budget Approval

- 9.4 The CFO tabled an updated budget and reported that following the inclusion of agreed assumptions all schools in one of the three years fall below the 4% reserve target or improvement trajectory.
- 9.5 The Committee Chair emphasised the need to run the MAT on a financially cautious basis and it is integral that the 2019-20 budget realises improvements as this is a risky position. The monitoring is robust but need to include more planning around financial timelines. In particular, the Millthorpe budget which shows a worsening in-year deficit has only been approved on the understanding that Millthorpe will deliver the surplus forecast in their 2019-20 budget. The Finance Committee will work closely with the CFO, Trust Principal and Millthorpe governors over the coming year to ensure that this happens.
- 9.6 A Trustee suggested this is not a unique position and mirrors the local and national picture. The Committee Chair informed trustees that benchmarking with BHP suggests the MAT have a lower than average reserve in the local area.
- 9.7 Trustees approved the budget.

### Internal Audit

- 9.8 The CFO reported that Forrester Boyd conducted an internal audit with a focus on the due diligence process and compliance with the Academies Handbook. The process was useful and provided reassurance and advice on how to enhance practice even further.

- 9.9 There were five suggestions of making the due diligence process more robust one of which was around presentation, one had a significant cost attached and another is being done but not included in the report.
- 9.10 There was one recommendation around compliance with the Academies Handbook for trustee appointments on the website and attendance which is now up to date.
- 9.11 Trustees congratulated the CFO and Trust Principal on an excellent audit report.

## **10 CENTRAL TEAM SLA AND TRUST LEVY POLICY CONSULTATION**

- 10.1 The CFO confirmed the SLA and Levy Policy is to be carried over to the autumn term.

## **11 CAPITAL IMPROVEMENT PROPOSAL – MILLTHORPE (PREVIOUSLY ISSUED)**

- 11.1 The CFO registered concern at the risk of losing £50/60k and whether this complies with the tendering policy as the initial appointment was not on a best value basis.
- 11.2 The Executive Headteacher noted that 5% is a low proportion of up front fees and seems good value for money. The expertise of E3Cubed is needed to get through the CIF bidding process.
- 11.3 The CFO noted it could meet tendering criteria of 'extreme urgency' due to the need to have the reports by the summer break.
- 11.4 The CFO questioned if the bid is not successful and the cost needs to be covered how this could be absorbed over the three year budget noting that the costs could not be covered by capital. The Executive Headteacher assured trustees he is confident the costs could be absorbed through lower level of maintenance and capitalising revenue projects and small scale long term improvement projects. The CFO noted that the SBM has already maximised non staff savings within the budget.
- 11.5 The Chair of Trustees asked if governors understand the risk and impact of an unsuccessful bid. The Executive Headteacher confirmed governors understand the risk and the class rooms are in such a low state of repair that these reports will be of use when they come to be refurbished or replaced. The buildings are not fit for purpose and will have to be replaced in the near future and if there is no successful bid this would need to be out of the MAT formula funding as there are Health and Safety concerns of the current buildings which are currently being managed.
- 11.6 The F&A Committee Chair noted that if unsuccessful this would reduce reserves for 2019 and there will be a finite period on the surveys.

- 11.7 Trustees noted the financial risk of an unsuccessful bid and would need to be satisfied the tendering procurement policy is adhered to and understand any impact on the reserves.
- 11.8 The Executive Headteacher explained that the bid would not be successful without the reports and the MAT entered into a three year agreement with E3Cubed to advise and they have maximised opportunities at zero risk. The Executive Headteacher recognised the financial risk but emphasised that there will never again be the opportunity to try for £1m and strongly feels it is worth it. A trustee agreed that the buildings are in such an appalling state the school need to take a chance.
- 11.9 The CFO highlighted the need for consistency in dealing with trust school requests.
- 11.10 A trustee noted that this creates risk for other schools in the MAT by depleting the already low reserves. The Executive Headteacher assured trustees that governors have committed to recouping any loss within the Millthorpe budget.
- 11.11 Trustees agreed they were not willing to take any further drop in reserves and if the cost can be managed within the bottom line budget the trustees have approved and the procurement policy is satisfied then it would be a governor decision. If there was anything to discuss the Finance and Audit committee would convene a meeting.
- 11.12 A Trustee suggested approaching E3Cubed to take a payment schedule.
- 11.13 The Executive Headteacher confirmed the payment would impact the outturn for this year and 2018-19 but is confident of meeting the reserve by 2021.

## **12 YORK HIGH SCHOOL CLEANING CONTRACT (PAPER PREVIOUSLY ISSUED)**

- 12.1 The CFO confirmed this was included in the budget on the assumption of approval and retendering has delivered a cost saving. A contract over £75k needs Trustee approval. The CFO recommended approving the proposal.
- 12.2 The Executive Headteacher confirmed it is difficult to compare across the MAT as Millthorpe cleaning is in house.
- 12.3 Trustees approved the proposal.

## **13 MAT DEVELOPMENT PLAN (PAPER PREVIOUSLY ISSUED)**

- 13.1 Trustees agreed it was a fair summary of 2017-18.
- 13.2 It was agreed to include the Trust Business Manager appointment in opportunities
- 13.3 Ms Edwards noted that it was a useful document as a trust starting point but would want the



freedom to tailor it once she is in role.

- 13.4 A Trustee suggested the need for this one year tactical work to be made in the context of the wider strategic perspective.
- 13.5 A trustee suggested the need to consider what the MAT provides differently for the children that is doing something beyond the educational and financial expectations.
- 13.6 **Action** It was agreed to discuss a MAT vision / offering at the next away day.
- 13.7 Trustees accepted the SWOT and Strategy Document.
- 13.8 The CFO left the meeting at 8.16pm.

#### **14 STATEMENT OF PRINCIPLES (PAPER PREVIOUSLY ISSUED)**

- 14.1 It was agreed that Members and Trustees will ensure there is a good balance of skills on the Trust Board particularly between commercial, educational and governance experience.
- 14.2 Trustees approved the Statements of Principles subject to the agreed amends and for it to go to Members to sign off.

#### **15 CARR JUNIOR SCHOOL**

- 15.1 The TP explained that a plan was agreed which compliments due diligence, Ofsted and YSAB. CYC have since agreed Jill Williams will support Carr Junior funded by the LA through YSAB. This is a shame for the MAT but provides continuity for Carr Junior. The Trust Principal will share the written report with the standards committee. The Carr Junior Headteacher is involved in the Headteacher Group and staff networks have been opened to staff. The peer review will also be extended to Carr Junior from September 2018. The conversion is scheduled for February 2019.

#### **16 QUALITY ASSURANCE TIMETABLE (PAPER PREVIOUSLY ISSUED)**

- 16.1 It was agreed there is a need to develop the finance timeline and opportunities for conversations between trustees and governors.
- 16.2 Trustees agreed the Quality Assurance Timetable as a working document.

#### **17 ANTI FRAUD, BRIBERY AND CORRUPTION POLICY (PAPER PREVIOUSLY ISSUED)**

- 17.1 In response to a trustee the Trust Principal confirmed the wording in 5.1.7 is standard wording and should be included.
- 17.2 Trustees approved the Anti-fraud, Bribery and Corruption Policy.

## **18 LGB BUSINESS**

### Matters from LGBs

- 18.1 The Chair of Trustees reported that the Millthorpe MUGA planning has been submitted and it was agreed to maintain the working group until work commences. There are questions around splitting of lettings income which will be managed between the Heads, Business Managers, CFO and Trust Principal.
- 18.2 Governance Evening feedback from those who attended was positive.
- 18.3 Trustees recorded their thanks to Tanya Wheatley, who is stepping down from the Knavesmire governing body, for her hard work and commitment as a governor and Chair. Trustees also thanked Tracey Kuhn who has stepped down as Chair at Scarcroft and has indicated she will be stepping down as a governor in September.
- 18.4 LGB Appointments and Resignations (previously issued)  
Trustees approved Becca Welch as a Scarcroft governor from 20.06.2018 and Rosemary Swords as Vice Chair at York High.
- 18.5 A trustee questioned the large size of the Scarcroft governing body and the number of vacancies. The Scarcroft Headteacher explained that the new Headteacher will review this along with the new Chair in the autumn term.

## **19 TRUSTEE BUSINESS**

### Chair's 360 (previously issued)

- 19.1 The process was run by Mrs Preston and the Chair talked trustees through the results. The most important competencies scored the highest which demonstrates strengths in the right areas. The feedback was helpful and improvements have been made against the previous development areas.
- 19.2 Trustees thanked Mr Thomas for his willingness to take on the role.
- Attendance and Time Commitment (previously issued)
- 19.3 The Chair of Trustees noted that attendance at Trust Board level is good but committee attendance has sometimes suffered, particularly the Finance and Audit meetings, and a lot of obligations to staff and students are met through the committees.
- 19.4 It was agreed that it is positive to have governor representatives on the board committee's and to keep the current active governors and set a one year term and open up vacancies with schools not currently represented.
- 19.5 **Action:** Chair of Trustees to advertise committee governor vacancies with York High, Scarcroft, Woodthorpe and Carr Junior.
- 19.6 The Chair of Trustees thanked trustees for their time and commitment supporting the Trust Principal interviews, providing education advice, chairing committee's and producing reports.



19.7 If the Trust Board want to excel then trustees need to do more, particularly making more school visits which are very rewarding and informative and provide context for discussions.

19.8 **Action:** Circulate Trustee Visit Form template.

Training (previously issued)

19.9 The Chair asked trustees to inform the clerk if they have undertaken any training not captured.

19.10 The Chair asked trustees to let him know of any training requirements.

19.11 **Action:** Clerk to circulate the online training link.

Recruitment

19.12 The Chair of Trustees confirmed the need to recruit to two vacancies and it was agreed to request a nominee from Woodthorpe, York High and Carr Junior.

19.13 **Action:** Chair of Trustees to request a trustee nominee from Woodthorpe, York High and Carr Junior.

19.14 A trustee suggested mixing the committee membership to mix the skill set.

Meeting Dates 2018-19 (previously issued)

19.15 The meeting dates were agreed.

## **20 ANY OTHER BUSINESS**

20.1 The Chair informed trustees that Mr Wilson is stepping down as a trustee at the end of term and trustees thanked Mr Wilson for his support.

20.2 Trustees thanked the Scarcroft Headteacher / Trust Principal on her retirement for delivering a lot of work and commitment to the start and development of the MAT.

20.3 Mrs Cornhill wished the MAT well for the future.

The meeting closed at 9.25pm.

**ACTIONS**

 6<sup>th</sup> February 2018

Item	By	Action	Date
8.3	HTG	Agree a bid application menu.	Oct 2018
10.8	HP	Meet with the Trust Principal and agree need and options for potentially engaging CYC or an external provider for communication support.	Oct 2018

 24<sup>th</sup> April 2018

Item	By	Action	Date
4.4	MF	Compile hard copies of company info	Sep 2018
8.7	HTG / CFO	HTG and CFO to agree an approach for a fair and transparent communication to support the Central Team SLA and Trust Levy document consultation.	Oct 2018

 10<sup>th</sup> July 2018

Item	By	Action	Date
8.4	Clerk	Circulate the Health and Safety and Safeguarding reports.	July 2018
8.5	RB	Finance and Audit Committee to decide if the Risk Register remains the remit of the committee or the working group.	Oct 2018
13.6	Chair	Develop a MAT Vision / Offering.	Away Day
19.5	Chair	Advertise committee governor vacancies with York High, Scarcroft, Woodthorpe and Carr Junior.	July 2018
19.8	TP	Circulate Trustee Visit Form template.	July 2018
19.11	Clerk	Clerk to circulate the online training link.	July 2018
19.13	Chair	Request a trustee nominee from Woodthorpe, York High and Carr Junior.	July 2018

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**Chair of South Bank Academy Trust**