

**The Heath Family (NW) Multi Academy Trust  
Minutes of the MAT Board meeting held on  
Thursday, 13<sup>th</sup> November 2014 at 9.00 am**

<u>Present:</u> Peter Cook, Jane Ainsworth, Heather Mullaney, Stephen Dewhurst, Tony Coxon, Alicia Parry		<u>Apologies:</u> Paula Cain		Non attenders:	
					Clerk: Trish Roberts
<b>Items</b>	<b>Discussion</b>	<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Notes:</b>
1. Introductions and welcome	<p>Peter Cook welcomed everyone to the meeting and introduced Tony Coxon (Vice Chair of Governors – Sir William Stanier).</p> <p>Peter also reported that we had received an email from Alicia to apologise that she would be arriving late to today's meeting.</p>	Dates of MAT meetings to be sent to Tony Coxon	Trish Roberts	ASAP	
2. To receive/ratify:  Minutes from the MAT Board meetings held on:  5 <sup>th</sup> Jun 2014 17 <sup>th</sup> Jul 2014 11 <sup>th</sup> Sep 2014	<p>Peter reported that there has been a change in format for the MAT Board minutes. They are now following the same format as used at The Heath Governors.</p> <p>Following discussion the minutes were accepted as a true record. The Chair of the Board (Peter Cook) then signed copies for the records.</p>				
3. To receive:  The Heath SIP Report & Full Governing Body Minutes (plus any actions)	<p>Jane Ainsworth reported:</p> <p>Due to some of the minutes being unratified by the Governing Body at The Heath School, it was agreed that once the minutes had been agreed further copies will be sent out to Board members.</p>	Ratified copies of Full Governing Body and Finance minutes to be forwarded to the Board.	Trish Roberts		

<p>Documents formally received by the Board:</p> <p>SIP Report – Summer Term 2014</p> <p>FGB Minutes – 18.09.14 (unratified)</p> <p>Finance Minutes – 15.05.14 (ratified)</p> <p>Finance Minutes – 03.07.14 (unratified)</p> <p>SEF – Final Nov 2014</p>	<p>Item 7 Future SIP Visits – as there is only one School Effectiveness Partner (Clive Hurren) this item will need to be amended. The SIP report will be reviewed at the next Full Governing Body meeting.</p> <p>The full SEF report was circulated to the Board via email. Following discussion during the SWS presentation it was agreed that an Executive Summary report should be received by the Board instead of the full document.</p>	<p>Executive Summary report to be forwarded to the Board</p>	<p>Trish Roberts</p>	<p>ASAP</p>	
<p>4. Sir William Stanier Community School</p> <p>Principal’s report on year gone by (to include successes, areas to improve and future plans)</p> <p>Documents formally received by the Board:</p> <p>SIP Report – 09.10.14</p>	<p>Tony Coxon reported:</p> <p>Wayne Trafford is due to retire at Christmas and Jason Fraser will become the Interim Principal. Jason’s Performance Management meeting is due to take place tomorrow (14<sup>th</sup> Nov 2014).</p> <p>Ofsted – the school was feeling that it was reaching ‘Good’ but due to historical results and this year’s Maths results not reaching expectations, the school now feel it will be borderline ‘Requires Improvement/Good’ in relation to Pupil Achievement.</p> <p><b>Q. How have you got on with the new SIP?</b></p>				

<p>FGB Minutes – 19.05.14 Strand 1 Minutes – 06.05.14 Stand 2 Minutes – 29.04.14 Strand 3 Minutes – 24.04.14 &amp; 05.06.14 Strand 4 Minutes – 13.05.14 &amp; 19.06.14</p> <p>SEF – Summary Evidence Record – November 2014</p>	<p><b>A. It's been really good, valuable. The new CoG agrees with this as well. The new SIP has taken away some of the optimism given out by the SLT, we are getting a more realistic view now.</b></p> <p>Unions – an issue regarding a complaint that has been made by one of two members of staff has arisen. Heather Mullaney explained the background to this: A joint union letter was received by Heather during the Summer holidays, which she responded to on 22.07.14. Kim Jamson, (union rep) was not available to speak during the holidays as she was on leave, so Heather rang back again when we returned in September. On 29.09.14 Heather had meetings at SWS, including meeting with the Professional Associations. The main complaint was against a couple of members of the SLT in relation to their Leadership &amp; Management style. Jeff Smith (Union Health Safety &amp; Welfare Officer) developed a Health, Safety &amp; Welfare committee at the school. Heather also met with the SLT; it was a frank discussion, explaining that the style of Leadership &amp; Management was not conducive to the Vision &amp; Values of the MAT. Dave Cooper (CoG) chaired the working group and Jeff Smith delivered a 3 hour twilight INSET session and the next meeting was set to take place in November.</p> <p>On 20.10.14 a flurry of emails arrived at SWS making accusations that nothing had been done to sort out the issues raised during the Summer holidays. Another meeting was set up immediately; Jeff Smith attended and said that he would report back to Kim Jamson as she was</p>				
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	<p>unable to attend. Heather has also spoken to Wayne Trafford and Charlotte Metters from the NASUWT.</p> <p>A further meeting has been arranged for Monday 17<sup>th</sup> November 2014.</p> <p><b>Q. How was the presentation received by the staff?</b>  <b>A. It was received well, but there has been a derogatory comment made saying that the management are only paying "lip service", but once the dust settles it will go back to how things were before.</b></p> <p>Peter Cook stated that he like the summary evidence report that had been received from SWS and suggested that this is the report that should be received at Board level. All Board members agreed.</p>	<p>Tony Coxon to attend the meeting.</p>			
<p>5. Bridgewater Park Primary School</p> <p>Head of School's report on year gone by (to include successes, areas to improve and future plans)</p> <p>Documents formally received by the Board:</p>	<p>Heather Mullaney reported:</p> <p>Due to Tony Coxon being a new attendee to the MAT Board meetings, Heather explained the background in relation to the conversion and what has been achieved since the school reopened as Bridgewater Park.</p> <p>Peter also commented on the letter that was sent to Paul Holloway, Head of School, which has been recently circulated to Board members, whereby a parent speaks about the positive experience that both she and her child have had since the school became Bridgewater Park. Peter said that it was good to see.</p>	<p>Dates of the MAT Board meetings to be emailed to Tony Coxon.</p>	<p>Trish Roberts</p>	<p>ASAP</p>	

<p>NB: Minutes have already been received by all Board members (due to being members of the Governing Body at BWP)</p> <p>SEF 2013-2014</p>					
<p>6. Update on Litherland</p>	<p>Heather Mullaney reported:</p> <p>Things are moving very quickly in relation to Litherland:</p> <p>Letter has been received from Nicky Morgan, Education Secretary.</p> <p>Gena Merrett is the DfE Lead</p> <p>Paul Smith is the Regional Schools Commissioner for Lancashire &amp; West Yorkshire</p> <p>Due Diligence has been completed, and the report is in the process of being compiled.</p> <p>Heather Mullaney, Jamie Jardine and Clive Hurren attended last Thursday. Steve Dewhurst also attended so that he could look at the financial aspects. Inclusion and Behaviour will be looked at by Margaret Cassin (retired Asst Head, The Heath School).</p>				

	<p>Rob Rogers (Vice Principal at The Heath School) is seconded to Litherland as Associate Head Teacher.</p> <p>Academy Order has been received.</p> <p>Funding: £25K for Legal/Financial Costs, £55K for Support.</p> <p>Discussion moved on to the background of Litherland; Ofsted, IEB, School Environment, Staffing, Student Achievement etc.</p> <p>Maria Sharratt was recently appointed as Head at Litherland; at this point the school was classed as Outstanding by Ofsted. Two weeks after Maria's appointment Ofsted came in and put the school in Special Measures.</p> <p>Hill Dickinson will be handling the legal side of the conversion; David Rawlinson will be attending a meeting at Litherland on Monday.</p> <p>David Donnelly from Artelia will be handling the consultation. He will be attending the IEB on Thursday.</p> <p>Once the paperwork has been received from the DfE in relation to funding, Steve Dewhurst will complete the forms and send back so that the funding will accessed.</p> <p>Looking at 1<sup>st</sup> March 2015 for the conversion date.</p>				
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<p>7. Finance Update</p>	<p>Steve Dewhurst reported:</p> <p>The figures that have been circulated to the Board show the current position until the end of October, for each of the schools and for the MAT as a whole. The figures have been produced in this new format due to the number of organisations within the MAT.</p> <p>Peter stated that the format of the report was great but requested that a couple of tweaks be made:</p> <p>The Heath Family NW I&amp;E Report - reads 'Yr Ending 31 August 2015 - P2', could the P2 be replaced with the date instead, therefore making it clear as to the date range being looked at.</p> <p>Budget Forecast Report and The Heath Family NW I&amp;E Report – the order of the columns need to be consistent in both reports.</p> <p>Budget Forecast Report – could a consolidated column be added to the report.</p> <p>The Heath Family expenditure column to be renamed 'MAT'.</p> <p>Commentary/Executive Summary/Narrative to be included.</p> <p>The following items were also mentioned during the discussion:</p>	<p>Future reports to be amended as per suggestions.</p>	<p>Steve Dewhurst/ Karen Boyle</p>	<p>Next reporting period</p>	
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	<p>The Heath School – figures do not show the outturn from last year, therefore the figure shown in red is less significant. As a result of the carry forward from last year, although the annual payment for Insurance has been made it has not caused any cash flow issues. Rob Rogers (Vice Principal) has been seconded to Litherland High as Associate Head Teacher. The cost of his salary will be met by Litherland.</p> <p>Sir William Stanier – although budget forecast shows an overspend, the actual spend is lower and therefore has kept the budget on track.</p> <p>One day a week of Judith McConville’s salary is funded by the MAT and therefore it has been agreed that as part of Judith’s MAT role she is going to work with Litherland in relation to setting up PSF there. SD reported that in the long run he wanted to look at moving away from a hosted server (Bright Tribe) and as a result of this it would eliminate any particular expenditure related to this.</p> <p><b><i>Q – Will you be looking at a Property Management role within the MAT, a person who will oversee all sites within the MAT?</i></b>  <b><i>A- Yes, most probably in the future.</i></b></p> <p>Bridgewater Park Primary – the actual figures for this period are showing an overspend. This is due to annual one-off payments made in September, plus there has been a 3 month salary payment in lieu made which has also increased the expenditure for this period. These figures will balance out as the year goes on.</p>				
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	<p>MAT – a much tighter situation. Overall currently showing a slight overspend; this is due to there being a significant number of professional fees to pay early on in the financial year, plus there are still some charges to be recharged back to the schools (£1145 – Property Management Services). SD reported that the budget is very tight this year and that there is no slack at the moment, but once Litherland comes on stream, this may well significantly alter the current position, but this will not be realised until the summer months.</p> <p>Litherland - HM’s time working with Litherland will be funded from the £80K conversion monies that will come into the MAT. Bridgewater Park was not charged for this, but unfortunately going forward we cannot continue to do this. There will also be a charge for the Due Diligence that took place, and the money from this will also come back to the MAT.</p> <p>End of Year Reports were circulated to Board members, and SD confirmed that none of the schools or the MAT ended the year in deficit.</p>				
<p>8. Performance Reviews and New Targets of Principals</p>	<p><b>Head of School &amp; Principals’ PM - HM reported:</b></p> <p>Paul Holloway, Head of School – Bridgewater Park Paul has had a successful year, and this year’s targets have been set with Pam Davenport. Once Paul has completed his NPQH will be looking at moving his role to Principal.</p>				

	<p>Jamie Jardine, Principal – The Heath School          Jamie has also had a successful year and has met all of his targets. Jamie’s targets for this year have also been agreed.</p> <p>Wayne Trafford, Principal – Sir William Stanier          A meeting is due to take place tomorrow with HM, Tony Coxon, Clive Hurren, Wayne Trafford and Jason Fraser. This meeting will involve looking at Wayne’s targets from last and setting targets with Jason for this year.</p> <p>HM also reported that some collaborative MAT meetings/ INSET have been planned. The first meeting is due to take place at The Heath School in March with the focus on looking at how the MAT works effectively. Every member of staff who works within the MAT will be invited to attend. A joint INSET session has also been planned to take place on the last Friday in June. Each site will host different events and staff will choose what event to attend. PC reported that he has recently read an Ofsted report which failed another multi academy trust and one of the reasons given was that there was no cross fertilisation or shared practice across the schools within their MAT. PC said that he felt that this piece of work was important to prove that this kind of collaboration takes place within The Heath Family (NW).</p> <p><b>Executive Principal’s PM - PC reported:</b>          Heather Mullaney, Executive Principal – The Heath Family (NW) Multi Academy Trust</p> <p>This year we utilised an external consultant, Maureen Haddock, to produce a Performance Management format</p>	<p>HM’s PM targets to be circulated to all Board members.</p>	<p>Peter Cook</p>	<p>ASAP</p>	
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	<p>that was fit for purpose of a growing MAT. During this process HM's targets have also been reviewed.</p> <p>A salary review for the Executive Principal has also taken place. During this process we compared Executive Principal salaries from different academies across the UK. The reason for this was so that HM's salary could be brought in line with other Executive Principals in similar roles. Unfortunately this salary comparison did not help as the roles of Executive Principals greatly differ in all academies across the country. As a result Peter Cook and Maureen Haddock have reviewed HM's role and have formed a view that HM's salary should be increased from £122K to £150K per annum. Following discussion all Board members agreed.</p> <p><b>RESOLUTION: Executive Principal's salary to increase to £150K, as of 01.09.14</b></p>				
9. Future Sponsorship	<p>As per HM's report on Litherland update. HM also reported that there was a good chance that another primary school will be joining us as a converter.</p>				
10. MAT Values & Visions – consistency of presentation	<p>Following discussion it was agreed that all school websites needed to be consistent and that each website should:</p> <p>State that they are part of The Heath Family (NW) Share the Visions/Values of The Heath Family (NW)</p> <p>HM suggested that this message should also be incorporated on the signs at entrance of each site. HM suggested something on the lines of:</p>				

	Part of The Heath Family (NW) "Together in the Business of Learning"				
11. MAT Improvement Performance Update	<p>HM/PC reported that they are currently working with Maureen Haddock, the MAT External Consultant, to look at a way of producing a "SIP like" assessment process for the MAT. Currently there is no blue-print for this process but some guidance and a presentation from the DfE has been found on "What does a high achieving MAT look like?". The guidance states that the process should look at compiling evidence and self assessment which then leads on to external assessment. The report should then be carried out on an annual basis and should also be published on the website.</p> <p>PC will forward the guidance and presentation documents to all members of the MAT Board.</p>	Documents to be forwarded to Board members	Peter Cook	ASAP	
12. MAT Annual Agenda Template	<p>It was agreed that an Agenda template should be drawn up for the MAT Board meetings, to include items such as</p> <p>Risk Register Policies Visions/Values/Aims</p> <p>These items need to be reviewed annually.</p> <p>It was also agreed that a matrix should also be produced showing when in the year these items need to be discussed.</p>				

<p>13. Matters arising not included on the Agenda</p>	<ul style="list-style-type: none"> <li>• <b>Academy Improvement Partner Programme (AIP)</b>  HM explained the rationale behind the document that had been emailed out to the Board. HM also said that she needs to find out how Governors feel the AIP is having impact at the schools, and also need to evidence value for money and school improvement.  <b>Q: Will the Principals conduct the review?</b>  <b>A: Yes, the Governors will also need to be involved.</b>  HM said that she will produce a proforma to capture the information that she will need, and will send it out for completion. HM also said that the document would be reviewed and changed accordingly if required.  Following further discussion the AIP document was agreed in principle by the Board members.</li>   <li>• <b>Policies</b>  The following policies were agreed and adopted by the Board:    Maternity Leave  Flexible Working</li>   <li>• <b>Planning Enquiry</b>  HM reported that the Planning Enquiry has been postponed. Currently a report is being commissioned that is looking into the risk that a Chlorine gas cloud would pose; they are looking at risk level, ie numbers of people using the school site, height of cloud etc. An industry recognised model is being used. The HSE has asked that the Planning Enquiry be postponed until the outcome of this report is known. They have said that they will step away from the enquiry altogether if it is proven to be low risk.</li> </ul>				
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	<ul style="list-style-type: none"> <li>• <b>School Buildings/ICT Equipment</b> The Board discussed planning for large capital spends, ie ICT infrastructure etc. The Board agreed that it may well be cost effective to plan for this as a MAT due to the economies of scale. SD also said that it would be worth looking at this in 18 months time as there is an employee at Litherland who is really up to date in relation to this.</li> <li>• <b>Primary Schools looking to join secondary schools in the Crewe area</b> Tony reported that a meeting is taking place next week, following 6 or 7 primary schools in the locality of SWS asking to join secondary schools. He said that the meeting will look at which primary wants to join which secondary.</li> </ul>				
14. Date and time of next meeting	Discussed and agreed.	Next meeting to be arranged for Thursday 12 <sup>th</sup> March at 9 am.	Peter Cook		

Meeting closed at 10.45 am.

These minutes are approved as a true record of the meeting

Signed: .....  
[Peter Cook]

Date: 12<sup>th</sup> March 2015

Chair's initials to record approval of minutes: .....  
Date: 12.03.15