

**The Heath Family (NW) Multi Academy Trust  
Minutes of the MAT Board meeting held on  
Thursday, 30<sup>th</sup> March 2017 at 9.00 am**

Present: Peter Cook, Heather Mullaney, Jeremy Barnes, Jane Ainsworth, Steve Rimmer, David Felix, Sarah Galbraith, Jamie Jardine, Ruth Hall, Craig Parkinson		Apologies: Wendy Heap, Rob Pritchard, Kris Billington		Non attenders:	
				Acting Clerk: Trish Roberts	
Items	Discussion	Action	Who	When	Notes
<b>1. Formal notification of the outcome of the CEO interview process</b>	<p>Mr Cook explained the CEO interview process to Directors in detail. 16 applications were received. A stringent shortlisting process took place which resulted in 6 candidates being invited for interview (1 withdrew their application prior to interview as they decided they wanted to remain in their current post). The interviews took place over 2 days. Day 1 involved two panel interviews; Education &amp; Business/Finance. At the end of Day 1 there was a further shortlisting whereby it was agreed that 4 of the candidates would proceed to Day 2. The process for Day 2 consisted of a 5 minute presentation (MATs in 2022) and a final panel interview. Following deliberations it was agreed unanimously to appoint David Donnelly. David accepted the post and will officially take on the role of CEO as of 01.09.17.</p> <p><b>RESOLUTION: The Board agreed the appointment of David Donnelly to the post of CEO as of 01.09.17.</b></p>	David Donnelly to be invited to the next MAT Board meeting (22.06.17)	Company Secretary	ASAP	

<p><b>2. Formal notification of the resignation of Director: Steve Heneghan</b></p>	<p>Mr Cook informed the Board that Mr Heneghan tendered his resignation as of 10.03.17. Mr Heneghan had reached this decision because of pressures of other work he was currently experiencing; which resulted in him being unable to devote sufficient time and attention to THF MAT Board. Mr Cook fully supported Mr Heneghan in his decision and therefore accepted his resignation.</p> <p><b>RESOLUTION: The resignation of Mr Steve Heneghan, Director of THF MAT, was formally accepted.</b></p>	<p>Companies House to be notified.</p>	<p>Company Secretary</p>	<p>ASAP</p>	
<p><b>3. Welcome Including introduction of proposed new Director</b></p>	<p>Mr Cook formally welcomed everyone to the meeting and also introduced Ruth Hall.</p> <p>Mr Cook explained that Mrs Hall had initially applied for the post of CEO. Mrs Hall had recently returned to the UK, she had been Director of Marketing and Communications at a school in America. More recently she had provided independent consultancy services in relation to Business Planning and Brand Development. Members of the shortlisting panel were extremely impressed in relation to the experience/skills outlined in Mrs Hall's application, but due to her inexperience within the UK education sector it was decided not to progress her to the interview stage.</p> <p>Following the shortlisting Mr Cook and Mrs Mullaney met to discuss the skill set detailed in Mrs Hall's application and it was agreed that Mrs Hall had a vast array of experience/skills that could further enhance the MAT Board. An informal meeting was arranged so that both parties could find out more information, and following further deliberations between Mr Cook and</p>				

	<p>Mrs Mullaney, it was agreed to ask Mrs Hall if she would like to join THF as a Director. Mrs Hall was extremely grateful to be offered this opportunity and accepted the position.</p> <p>Mrs Hall was then asked to give a brief resume of her background/ experience.</p>				
<b>4. Formal appointment of new Director</b>	<p>All present agreed the appointment of Ruth Hall as Director.</p> <p><b>RESOLUTION: Ruth Hall to be appointed as Director as of 30.03.17.</b></p>	Companies House to be notified.	Company Secretary	ASAP	
<b>5. To receive/ratify the minutes from THF Board meetings held on 24.11.17</b>	<p>Item 18 – slight amendment necessary – should read “Taken with Item 19 below”.</p> <p>This being the only amendment; the minutes dated 24.11.16 were accepted as true record and ratified.</p>	<p>Amend Item 18 of the minutes.</p> <p>Amended minutes to be signed.</p>	<p>Company Secretary</p> <p>Chair of the Board</p>	<p>ASAP</p> <p>ASAP</p>	
<b>6. Matters arising not included on the agenda (to include audited accounts)</b>	<p><b>Audited Accounts</b> – copies of the Financial Statements for Year Ended 31.08.16 and the Management Letter Year Ended 31.08.16 were received by members of the MAT Board.</p>				
<b>7. To receive: The Heath School AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b>	<p>Mrs Mullaney reported that this will most probably be the last time the MAT Board will see the AIP reports in this detail. In future the SAILs will produce 2 reports; consolidated and individual executive reports which summarises each schools’ progress. Discussion also took place in relation to what information needs to be disseminated to MAT Board and how it will be done in the future.</p>				

<p><b>AIP Reports – Spring Term 23.01.17</b>  <b>FGB Minutes – 20.10.16 &amp; 26.01.17</b>  <b>Finance Minutes – 29.06.16 &amp; 20.10.16</b></p>	<p>Mrs Ainsworth reported:</p> <p>AIP Report – Spring Term 23.01.17 – this report should not have been sent for distribution as it has not been to LGB yet.</p> <p>The Principal’s PM review will take place early next term. Mrs Mullaney will be involved.</p> <p>Mrs Ainsworth has continued with her responsibilities as NLG. Amongst other duties Mrs Ainsworth has attended the network meeting, continued to carry out the role of Chair of the Interim MAT Board at Palace Fields Primary School and has been asked to undertake an investigation at another local primary school.</p>				
<p><b>8. To receive:</b></p> <p><b>Sir William Stanier AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p><b>AIP Reports – Spring Term 03.02.17</b>  <b>FGB Minutes – 10.10.16</b>  <b>Strand 4 – Leadership &amp; Management Minutes – 26.09.16 &amp; 14.11.16</b></p>	<p>HM reported:</p> <p>Currently investigating the possibility of SWS moving to another MAT; the reason for this move is solely due to the geographical location of SWS in relation to the other schools within THF. Over recent years THF has become more of a ‘merseycentric’ MAT which has resulted in SWS’s feeling of isolation. Discussions are taking place with several potential MATs and due diligence investigations are progressing. The views of all stakeholders will be taken into account before a decision is made and once a suitable MAT has been chosen it will be taken to Headteacher Board.</p> <p>AIP Report – it was noted that this report clearly demonstrates the improvement that SWS have made.</p>				

<p><b>9. To receive:</b></p> <p><b>Bridgewater Park Primary AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p><b>AIP Reports</b> – Autumn Term 23.09.16 &amp; Spring Term 25.01.17  <b>FGB Minutes</b> – 08.11.16 &amp; 23.01.17</p>	<p>Mrs Mullaney reported:</p> <p>Mr Holloway has accepted the position of Executive Principal of BWP &amp; PFPS as of 01.04.17.</p> <p>Following the excellent Ofsted inspection he is now pushing the school up to the next level; moving from Good to Outstanding.</p> <p>The school’s successes are clearly evidenced in the improvement of pupil numbers. The PAN has been increased from 20 to 30.</p>				
<p><b>10. To receive:</b></p> <p><b>Litherland AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p><b>AIP Reports</b> - Autumn Term 29.11.16  <b>FGB Minutes</b> – 12.10.16 &amp; 16.11.16  <b>Finance Minutes</b> – 28.09.16 &amp; 02.11.16</p>	<p>Mrs Mullaney reported:</p> <p>The school’s roof has been seriously damaged during storm Doris. Two air conditioning units broke loose and ripped the roof’s membrane which has resulted in it losing its waterproofing. Water damage has occurred in many areas within school. The school had to be evacuated/closed on the day and due to the extensive damage remained closed for nearly a week. The DfE were visiting the school at the time and witnessed events as they unfolded. An insurance claim has been submitted and the insurers have accepted it. Mrs Mullaney asked for it be noted that that school managed the disruption in an excellent manner.</p> <p>DfE Visit – it was noted that massive improvements have taken place in English. No disruptive behaviour was</p>				

	<p>observed and the students were actively involved in learning.</p> <p>LHS has been accredited with Quality Mark Flagship status.</p>	<p>Congratulations to be sent to LHS on behalf of the Board</p>	<p>Executive Principal</p>	<p>ASAP</p>	
<p><b>11. To receive:</b></p> <p><b>The Prescot School AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p><b>AIP Reports</b> – Autumn Term 28.11.16 &amp; Spring Term 30.01.17  <b>FGB Minutes</b> – 20.10.16 &amp; 14.12.16  <b>Finance Minutes</b> – 23.11.16 &amp; 14.12.16</p>	<p>Mr Rimmer reported:</p> <ul style="list-style-type: none"> <li>There has been a change to the staffing structure in terms of support staff, which has suggested a possible reduction of 10/12 staff. Understandably support staff morale is low at this point. Good working relationships have been established with the Unions from the start.  <b>Q: Would you consider movement of staff across the MAT?</b>  <b>A: Yes, we would look at this first. We work across 4 Local Authorities within THF. Good relationships with the Unions have assisted us in being able to implement MAT HR policy.</b></li> <li>Pupil numbers have increased in Year 7 (new intake for 17/18).</li> <li>PFI Building costs have increased in line with inflation. This equates to £20,000 per month.</li> <li>Talks with the DfE/EFA are taking place to request that funding for 17/18 is based on the estimated pupil numbers (Sep 17) instead of it being based on the Autumn Census figures (Oct 16). The rationale behind this request is that the projected increase in pupil numbers is above 5%.</li> </ul>				

	<p>PC praised the school in that the AIP report shows evidence of stretching high ability students in Science.</p> <p>HM also praised them in terms of the emerging links with Carmel College.</p>				
<p><b>12. To receive:</b></p> <p><b>Palace Fields Primary AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p><b>AIP Reports –</b> Initial Visit 22.06.16, Autumn Term 1, 2 &amp; 3 15.09.16, 04.10.16 &amp; 21.11.17, Spring Term 1 12.01.17</p> <p><b>FGB Minutes –</b> 21.10.16, 18.12.16, 06.01.17</p> <p><b>Finance Minutes –</b> 05.10.16, 07.12.16</p>	<p>Mrs Mullaney explained that there is currently an Interim MAT Board in place for Palace Fields which meet on a more regular basis. Support is also offered to the school via the AIP, who is currently carrying out monthly visits.</p> <p><b>Q: Once the IMB was put in place, did further issues come to the surface?</b></p> <p><b>A: Yes, when the Executive Principal first took on the role she focussed on budget, staffing etc. Once the staffing structure was agreed, focus moved onto Teaching and Learning. The Head of School was appointed in Oct 16 and has continued to develop T &amp; L across the school.</b></p> <p>Mrs Ainsworth reported:</p> <p>The Head of School’s PM mid-term review has taken place and Mr Holloway (Executive Principal) continues to support Mrs Lawton (Head of School).</p> <p>Once the formulaic capital funding has been received, the Children’s Centre will move to the area next to the MAT offices, so that they are separate to the rest of the school. This move is essential so that Safeguarding requirements are met.</p>				

<p><b>13. To receive:</b></p> <p><b>Daresbury Primary AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p><b>AIP Reports – 12.09.16</b>  <b>FGB Minutes – 10.11.16</b>  <b>Finance Minutes – 13.12.16 &amp; 08.02.17</b></p>	<p>Rev. Felix reported:</p> <p>The Principal has recently become a Local Leader of Education (LLE). She will be undergoing an operation in May and therefore will be absent for a period of time. The Vice Principal will take on extra responsibilities during her absence.</p> <p>There are some concerns regarding funding in relation to formulaic funding. The school is looking at a £6K shortfall this year. Governors/SLT will keep an eye on this situation.</p> <p>Proposals are being formalised in order to allow for an increase in size at Daresbury Primary School. Discussion followed regarding details of the proposals.</p> <ul style="list-style-type: none"> <li>• Meetings have taken place and a 3 phase plan has been drawn up: <ul style="list-style-type: none"> <li>i) Build new reception classroom</li> <li>ii) Divide current hall into 2 junior classrooms</li> <li>iii) Build new hall and kitchen</li> </ul> </li> <li>• Architect plans have also been drawn up.</li> </ul> <p>Further discussion followed regarding plans for the surrounding areas; Sandymoor etc.</p>				
<p><b>14. MAT Structure</b></p>	<p>Mrs Mullaney explained the structure in detail and also the rationale behind it; which included explaining the roles of SAILS, AIPs and Executive Principals.</p>				

	<p><b>Q: Do the SAILS work for other organisations?</b>  <b>A: The role of the SAIL is unique to THF, but as they are self-employed they do have other contracts with organisations such as Ofsted.</b></p> <p>Succession plans are being drawn up for the MAT Board as well, which will include the new role of Vice Chair. An extra MAT Board sub-committee will also be formed as of 2017/18 which will concentrate on Performance of Education within the Trust. The AIPs and SAILS will report directly to this committee.</p> <p><b>Q: In relation to the topslice, how is it received and disseminated to the schools?</b>  <b>A: The topslice is only applied to the GAG Core Funding. Additional monies such as Pupil Premium are not topsliced.</b></p> <p><b>Q: What does THF use the topslice monies for?</b>  <b>A: Staffing, Legal/HR services, Audit, Financial Services, subscriptions etc.</b></p> <p><b>Q: Is it enough?</b>  <b>A: At the moment, yes. As new schools join the central funding increases. The topslice was also increased by 0.5% for 16/17, so that a contingency can be built up over time.</b></p> <p>Additional funding is also due to be received:</p> <ul style="list-style-type: none"> <li>• Regional Growth Fund - £80,000</li> <li>• Formula Capital Funding – the amount that has been awarded should be known within the next couple of days. (Discussions will then take place to look at capital building works.)</li> </ul>				
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<p><b>15. Finance Update</b></p> <p><b>Documents received:</b></p> <p><b>Income/Expenditure YTD Jan 17 – P5</b></p> <p><b>Consolidated Management Accounts Report – 03.03.17</b></p>	<p>Apologies have been received from Mr Billington (Chair of MAT Finance Committee) and Mrs McConville (Financial Controller).</p> <p>Mr Parkinson (Chief Operating Officer) reported:</p> <p><b>Financial Controller</b> – Mrs McConville’s role is to provide challenge to the finance staff, Principals and LGB Finance Committees at Trust schools. A lot of her time is currently being spent with finance staff, developing their understanding and knowledge of MAT financial procedures.</p> <p><b>National Funding Formula</b> – 2 of our schools will gain from the new funding structure, but the other 5 will lose out.</p> <p><b>Apprenticeship Levy</b> – the new charge equates to 0.5% on all NI’able salaries (approx. £86,000 across the Trust). These monies are to be used to cover any training costs (but not apprentice salaries) associated with apprenticeships THF is looking at options including to see what can be done via the Teaching School.</p> <p><b>School Updates</b> – staffing restructures are in the offing for LHS, SWS and TPS. Primary budgets are really tight at the moment. Focus is currently looking at phasing of budgets (which has been completed at secondary level). Cashflow is one of the biggest challenges when schools convert, due to funding being received monthly instead of the whole year’s funding being received at the start of the year.</p>				
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	<p><b>Forecasting / 3 year plans</b> – these plans will be produced in readiness for the EFA.</p> <p><b>Finance Reports</b> – some of the schools are facing significant in-year deficits and plans are being put in place to alleviate these issues. Board members also asked if they could have sight of reports earlier than this time around so that they have time to interrogate the data prior to the meeting. It was also agreed that a copy of the MAT Finance Committee minutes should be received at Full MAT Board meetings.</p>	MAT Board to receive copies of all future MAT Finance Committee minutes.	Chair of MAT Finance Committee / Company Secretary	Going forward from this meeting	
<p><b>16. MAT Future Expansion/ Sponsorship – Oldershaw</b></p>	<p>Mrs Mullaney reported:</p> <p>An application has been received from Oldershaw Academy to join THF. Discussion followed regarding how this has come about. The board asked questions regarding the EFA’s position with regards to this potential move. Discussion moved to geographical location of Oldershaw.</p> <p><b>Q: Are there any concerns in relation to reputational risk?</b></p> <p><b>A: None at all. Due diligence would highlight any issues prior to conversion.</b></p> <p>Mrs Mullaney asked the Board whether they would be willing to pass a resolution to accept Oldershaw into THF subject to there being no concerns raised following the Trust’s due diligence processes.</p> <p><b>RESOLUTION: The Board agreed in principle (subject to due diligence findings) to Oldershaw Academy joining THF.</b></p>				

<b>17. Update on Conversions Halsnead, Weston &amp; Litherland Moss</b>	<p>Halsnead – conversion date is set for 01.05.17. There are no concerns.</p> <p>Weston &amp; Litherland Moss are due to go to Headteacher Board shortly.</p>				
<b>18. Update on The Heath Building</b>	<p>Mrs Mullaney updated the Board in terms of how far along the building works have come in relation to The Heath School.</p>				
<b>19. Update of The Heath Teaching School (including Northern Fund)</b>	<p>Mr Jardine reported; the main points are as follows:</p> <p>The Heath TS continues to progress with its action plan for the year, alongside the work for the UTC Bolton and Northern Fund.</p> <p><b>ITT/School Direct</b> – The Heath TS continues to be one of the lead schools in TEAM consortium. One of this year’s priorities is in relation to recruitment and retention of teachers within the UK. The issue is that student teachers are training in the UK and then moving to countries like Dubai as the incentives offered over there are greater, ie less pressure overall, no Ofsted/performance tables etc. Nationally teacher recruitment is down by 7% but The Heath TS is currently on track with their mandatory numbers; also the standard of candidates has been of high quality which has helped with their employability rates. A full benchmarking exercise on the destination of all their leavers will be carried out and TEAM Consortium are currently reviewing their training package in terms of retention (ie ways on incentivising teachers for the first 5 years of teaching, which could include looking at bursaries linked to training etc.)</p>				

	<p>There is a need to look at pressure/accountability and ensure the Teaching School has got the capacity to deliver.</p> <p>Mrs Mullaney also spoke about how a number of student teachers who have come through The Heath TS are now employed at schools across THF. Mrs Mullaney has also been asked by the DfE to go to Madrid to take part in interviews to recruit Spanish teachers.</p> <p><b>Q: Is The Heath TS working with other Teaching Schools?</b></p> <p><b>A: Yes, our biggest partner is Weatherhead. Potentially looking at a SCITT (this is where a school can take on the role of a university).</b></p> <p><b>School to School Support</b> – The Heath has been successful in 3 bids (TPS, SWS &amp; PFPS) and have been awarded £40,000. The work highlighted in the bid has begun. SLEs have been deployed; if The Heath were unable to fulfil a request via their school, teachers from other schools within the MAT have been asked to become involved. The Heath is also working with other Teaching Schools in respect of this.</p> <p><b>Northern Fund</b> – Progress has been made against the aims and ambitions for academy growth outlined in the bid. The bid stated that between 5 and 7 academies would join the Trust over the course of the year and that funding would be used to “pump prime” a number of posts. The posts of Primary and Secondary SAIL, COO, Trust Financial Controller and Primary Business Manager would provide the necessary capacity for growth. In addition to the overarching aims and ambitions a 4 part</p>				
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	<p>action plan was produced to address the foci listed below:</p> <ul style="list-style-type: none"> <li>• Closing the Gap – met in March and agreed priorities and future actions.</li> <li>• Attendance and PA – meetings have taken place with Primary and Secondary. The project is on track.</li> <li>• Developing Teaching and Learning in English &amp; Maths – SLEs have been engaged and work is ongoing.</li> <li>• Developing Transition Practice – meetings have taken place and the project is on track.</li> </ul> <p>The plans were RAG rated at the end of January 2017, the next RAG rating exercise is due to take place after Easter. A summative report will also be prepared at this point.</p>				
<b>20. Review MAT Self Evaluation Review</b>	Mrs Mullaney explained that the annual MAT Self-Evaluation Review needs to be completed. It will be via the same online tool used last year. Board members will receive a link via email. Once all the data is collated, a report will be produced and shared with the MAT Board.	MAT Self-Evaluation Review to be completed.	All MAT Board Members	ASAP	
<b>21. The Heath Family School Improvement Document (incl. Impact Statement)</b>	<p>MAT Board members received an updated copy of the School Improvement Impact Statement.</p> <p>Following discussion it was agreed that the Impact Statement will only be produced annually in future.</p>				
<b>22. Approval to be obtained for slight alteration to THF Terms of Reference (page 5)</b>	It was brought to MAT Board members attention that there was a slight error in the THF Terms of Reference. The document stated that the term of office for a Chair of Governors is 6 years when in fact it is 4 years. The amendment was accepted by all present.	Terms of Reference to be amended to show CoG term of office to be 4 years.	Company Secretary	ASAP	

<b>23. NGA Gold Membership Subscription</b>	Mrs Roberts explained that Gold Membership with the NGA has recently been purchased by THF, both at MAT Board level and for LGB's. The NGA have asked for individual contact details for all of our Directors so that login's/passwords can be emailed out. In order for this to happen Mrs Roberts needed to request permission to share personal details. Contacts detail proformas were distributed and Board members were asked to return them to her once completed.	MAT Board to complete Contact Details profoma and return to Mrs Roberts, c/o Palace Fields Primary School.	Directors	ASAP	
<b>24. Receive copies of:</b>	Copies of the following documents were received by MAT Board Members:  Updated MAT Strategic Business Plan 2016-2020 Academies Financial Handbook 2016 Governance Handbook – Jan 17 Competency Framework for Governance – Jan 2017				
<b>25. Date of next meeting</b>	Thursday 22 <sup>nd</sup> June 2017, 9.00 – 11.00 am Palace Fields Primary School				

These minutes are approved as a true record of the meeting

Signed: .....

**[Peter Cook]**

Date: 22<sup>nd</sup> June 2017

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

Date: 22.06.17