

**The Heath Family (NW) Multi Academy Trust**  
**Minutes of the MAT Board meeting held on**  
**Thursday, 22<sup>nd</sup> June 2017 at 9.00 am**

<u>Present:</u> Peter Cook, Sarah Galbraith, Jeremy Barnes, Ruth Hall, Heather Mullaney, Wendy Heap, Rob Pritchard, David Felix, Denise Allen, David Donnelly, Craig Parkinson, Judith McConville		<u>Apologies:</u> Jane Ainsworth, David Cooper, Steve Rimmer, Jamie Jardine		<u>Non attenders:</u>	
					Clerk: Trish Roberts
<b>Items</b>	<b>Discussion</b>	<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Notes</b>
<b>1. Welcome</b>	Mr Cook formally welcomed everyone to the meeting and also introduced:  David Donnelly – CEO (as of 01.09.17)  Denise Allen – CoG Halsnead (Halsnead joined THF on 01.06.17)  Wendy Heap – CoG Bridgewater Park (due to work commitments this is the first meeting that Wendy has been able to attend)				
<b>2. To receive/ratify the minutes from THF Board meeting held on 30.03.17</b>	Following discussion the minutes dated 30.03.17 were accepted as a true record and ratified.				

<p><b>3. To review Matters Arising not included on the agenda (to include review Risk Register, MAT Policies)</b></p>	<p><b>Item 7 – AIP Reports</b> - Mrs Mullaney reported that the SAIL reports have been completed and were at schools at the moment but had not been agreed. They will be brought to the next Board meeting. Going forward the Board will receive AIP reports in the Autumn and Spring terms, and a SAIL report in the Summer term. Also next academic year a MAT Education &amp; Standards committee will be set up. This committee will be responsible for scrutinising the AIP/SAIL reports; and their meetings will provide the opportunity for in-depth discussion. Jeremy Barnes has kindly agreed to chair the committee, and will be responsible for reporting back to the MAT Board.</p> <p><b>Item 15 – MAT Business &amp; Finance Committee minutes</b> have now been received by the MAT Board.</p> <p><b>Item 20 – Review MAT Self Evaluation Review</b> – Polite reminders have been sent out. Results will be brought to the July MAT Board meeting.</p> <p><b>Risk Register</b> - Mrs Mullaney reported that one of her PM targets was to produce a Critical Person Plan. Whilst looking into this it was decided that there was a need to have a Business Continuity plan instead. The document will be checked by compliance and once agreed will be sent to schools so that they can add their own individual schools details relating to evacuation, lock down etc. The document will be completed by 30.06.17 and brought to the MAT Business &amp; Finance committee for agreement/ratification.</p> <p><b>Policies</b> - There were no policies to be discussed/adopted.</p>				
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<p><b>4. To receive:</b></p> <p><b>The Heath School AIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p><b>AIP Reports –</b> Summer Term 04.05.17 <b>FGB Minutes –</b> 09.03.17 <b>Finance Minutes –</b> 26.01.17</p>	<p>Mr Cook voiced concern with regards to the number of Chairs of Governors unable to attend today's meeting.</p> <p><b>AIP Report – 04.05.17</b></p> <p>Mr Cook asked whether the Sixth Form section of the report gave cause for concern. Mrs Mullaney reported that accommodation has been a big issue in relation to The Heath's Sixth Form, this has ultimately impacted upon uptake of places and the provision that can be offered.</p>				
<p><b>5. 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>Academy Improvement Plan 2017</b> <b>FGB Minutes –</b> 06.02.17 <b>Strand 3 Minutes –</b> 23.01.17</p>	<p>Mr Cook raised deep concern in relation to the FGB minutes dated 06.02.17 both in terms of accuracy and in that the errors did not seem to have been picked up by the LGB.</p> <p>Discussion followed regarding clerking services across the Trust.</p> <p><b>Q: In terms of the current clerk, is there a training issue?</b> <b>A: It can be quite difficult to get someone to clerk Governing Body meetings. You normally end up cajoling someone from your office staff, so they may not have experience of producing minutes prior to taking on the role.</b></p> <p>Mrs Mullaney spoke about Edsential, who are a company who provide clerking services. They currently supply services for PFPS and DPS and have also clerked admissions appeals meetings. Mrs Mullaney suggested that the Trust is currently looking into the possibility of moving all primaries across to this clerking service; including looking at costs incurred for each level of service.</p>	<p>Issue of clerking to be discussed with Principals</p>	<p>Mrs Mullaney / Mr Donnelly</p>	<p>ASAP</p>	

<p><b>6. 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> Spring Term 28.04.17 <b>FGB Minutes –</b> 23.01.17 &amp; 27.03.17 <b>Finance Minutes –</b> 27.03.17</p>	<p>Miss Heap reported:</p> <p>As a result of staff mobility and poorer quality teaching in some classes, there has been a negative impact on school improvement. There has also been some instability in relation to the SLT within the last 6 months; this will improve going forward. The school SENCO is new in post; and it was essential that a secure handover was put in place for this role, this has now happened. Also, one of the SLT, with support from the Executive Principal, has been tasked with a main focus, to drive Teaching and Learning across school.</p> <p>Mobility of pupils still remains an issue. The targets set at the beginning of the academic year do not match the cohort of pupils who are there now. Investigations are taking place into what can be done in terms of this when looking at Year 6.</p> <p>Mr Pritchard suggested that there is maybe a need to have 2 sets of figures, one showing the home-grown children, and other showing the whole cohort.</p> <p><b>School Culture</b> – there is a feeling of split culture within the school. Pam Davenport (AIP) &amp; Paul Holloway (Principal) are working closely to find ways to address these issues.</p> <p><b>Clerking</b> – LGB minutes are always checked by the CoG/ Principal before they are sent out. The clerk should also be commended in her efforts as she ensures the minutes are typed, checked and signed off within a week of the meeting taking place. Mr Cook also made positive comments in relation to this.</p> <p><b>Health-Check</b> – Pam Davenport and Vanessa MacDonald are going to be completing a 2 day health-check in terms of moving the school from Good to Outstanding</p>				
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	<p>Mr Barnes noted that there was an error on the AIP Report (Visit 3), in that it mentioned All Saints CE Primary School, Everton, when in fact it is All Saints Catholic Primary School, Anfield.</p> <p>Mr Cook noted that the AIP reports read really well and that parent perceptions on the whole were good.</p>				
<p><b>7. 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> Spring Term (Visit 4) <b>FGB Minutes – 25.01.17 &amp; 15.03.17</b> <b>Finance Minutes – 11.01.17</b></p>	<p>Mr Pritchard reported:</p> <p>Staff restructuring is currently taking place. The Vice Principal asked to be released from her role early, which was agreed. Mr Rogers has risen to the challenge and has a strong focus on performance.</p> <p>Challenges on the budget still remain and the school is looking to move to a 3 year budgetary planning process.</p> <p>Pupil numbers across the area are still falling, but it is expected that they will begin to rise within the next few years.</p> <p>Mr Pritchard noted a word of caution in relation to English and Maths, as they are in the group which have the largest gap between current standards and national averages. Mr Rogers is well focussed on closing the gaps and this continues to be a work in progress.</p> <p>Mr Pritchard also noted that the LGB at Litherland have a good range of skills, which will help to support the school in the times ahead.</p> <p>Mr Cook noted that in terms of the AIP Visit report, there was no date as to when it took place.</p>				

<p><b>8. 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> Spring Term 06.03.17 <b>FGB Minutes –</b> 22.03.17 <b>Finance Minutes –</b> 01.03.17</p>	<p>Mrs Mullaney explained that Mr Rimmer was unable to attend due to work commitments, and unfortunately his Vice Chair had prior commitments as well and therefore was also unable to attend. Mrs Walker (Principal) had offered to attend in their place, but Mrs Mullaney had said that she could answer any questions on their behalf.</p> <p>Mr Cook noted that TPS’ reports also read really well.</p> <p>Discussion moved on to the issues that have arisen from initial conversations regarding staff restructuring. Governors had asked if there was any mileage in looking at sharing staff across the MAT. Mrs Walker has spoken to other Principals and unfortunately there is no spare capacity at the moment.</p> <p>Mrs Mullaney reported that she is delighted with the impact of the rebranding, in that the school is currently oversubscribed in Year 7 (Sept 17). New intake numbers have increased from 106 to 200+. Prescot parents are now happy to send their children to The Prescot School.</p>				
<p><b>9. 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> Spring Term 1 12.01.17/09.02.17 &amp;</p>	<p>Mrs Mullaney explained that there is currently an Interim MAT Board in place for Palace Fields which meets on a more regular basis. Support is also offered to the school via the AIP, who is currently carrying out monthly visits.</p> <p>Mrs Mullaney reported:</p> <p>Mrs Lawton, Head of School has done a remarkable job of juggling all the issues that have arisen (including legacy challenges). She challenges in a supportive way and has moved from fighting fires to developing the school.</p> <p>The school is currently working towards Quality Marks in Art (aiming for Gold/Platinum), and considering the Primary</p>				

<p>Summer Term 1 20.03.17/18.04.17 <b>FGB Minutes</b> – 03.02.17, 10.03.17 &amp; 24.04.17 <b>Finance Minutes</b> – 18.01.17 &amp; 08.03.17</p>	<p>Science Quality Mark (aiming for silver standard to begin with).</p> <p>The SLT went through a restructuring process mid-year.</p> <p>The Interim MAT Board meets on a half-termly basis, with their most recent meeting taking place on 16.06.17.</p> <p>PFPS is quite a transformed school in comparison to where it was this time last year. The resource unit is now a sharpened up area; with the SEN children now working with their peers. A curriculum plan is now in place and a member of staff is responsible for each curriculum area. Mrs Lawton has also managed to attract the high-quality teacher into KS2. Discussion moved on the importance of putting robust performance management in place; both in terms of school improvement and for the individual member of staff.</p> <p>Mr Cook stated that he was encouraged by the reports.</p> <p><b><i>Q: Where is the school at in terms of Ofsted position?</i></b> <b><i>A: With PFPS being a new academy (with a new URN) it is effectively a new school, Ofsted will look to inspect within 3 years.</i></b></p> <p>Discussion followed regarding where the school lies in terms of Ofsted grading.</p> <p>Mrs Mullaney informed the Board that Companies House have been notified that the MAT Head Office has moved to Palace Fields. Also, during the Summer term the Day Care Centre will move to the same end of the building as the MAT Head Office. Both areas will then have their own dedicated entrances, instead of going through the school building.</p>				
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<p><b>10. 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 – Spring Term 28.02.17</b></p>	<p>Rev. Felix reported:</p> <p>With regards to the expansion of the building, meetings with the Architect have taken place, and a meeting with the local planner is due to take place in a couple of weeks' time (05.07.17). The proposed expansion is a two-pronged development: school expansion and wider potential development of land around the school. Feedback so far has been positive. Lord Daresbury will also be attending the meeting on the 5<sup>th</sup> July. Discussion moved to the support the MAT has provided during these initial discussions, plus the risk it has taken in terms of the upfront payments for Architect services etc.</p> <p><b>Q: The school is currently graded by Ofsted as Outstanding and therefore exempt from inspection. How do Ofsted verify that the school is still performing at this level?</b></p> <p><b>A: Ofsted employ a data team who monitor the progress of all schools, if a dip in performance was identified it would trigger an Ofsted inspection.</b></p>				
<p><b>11. Finance Update</b></p> <p><b>Documents received:</b></p> <p><b>MAT Business &amp; Finance Minutes – 03.11.16, 22.12.16, 26.01.17, 16.03.17</b></p>	<p>Mr Cook reported that conversations have taken place in terms of Mr Billington's role as a Director. Mr Billington had contacted Mr Cook as he was concerned that he had not been able to attend several meetings due to personal reasons. Mr Billington also asked whether he should resign as he couldn't see the situation improving in the near future. Mr Cook took the decision to ask Mr Billington to continue as a Director (and Chair of Business &amp; Finance Committee); the reason being that the skill set Mr Billington brings to the Board would be a huge loss if he stepped down. Mr Billington has agreed to stay on and has also agreed to receive any papers via email and to provide comment/feedback/approval when and if necessary. Mr Cook will keep the Board updated.</p>				

	<p>Mrs McConville (Financial Controller) reported in Mr Billington's absence:</p> <p>Year End Forecast – budget constraints and funding cuts are beginning to bite. The next 12-24 months will be difficult. The finance team will be working with Principals at schools where budgeting challenges exist. Finances are limited right across the MAT and the core team will help in any way they can.</p> <p>Forecasting/Modelling – 3 year planning is being developed. The Trust is also looking into purchasing a forecasting/modelling software package, which will make planning much easier. There are also constraints in terms of cashflow; the finance team are working with schools to help them manage cashflow better.</p> <p>Staff Training – when a school converts to an academy there are big changes, especially in terms of Finance. The finance team have therefore set up a CPD session for primary school administrators, the session enabled the team to build up networking links between the schools and the MAT (including setting up a 'buddy' system so that school finance teams can also support each other); through this forum, the head office finance team also disseminated information and shared tips in relation to using the finance system (PSF).</p> <p>Monthly Procedures – a calendar of monthly accounting procedures has been developed by the MAT finance team. This document has provided schools with a much more structured approach in terms of finance, thereby helping them to identify any training issues and as a result centre any training on these areas.</p>				
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	<p>Mrs McConville informed the Board that schools have responded well to the financial challenges that lie before them; but in the months ahead there will be some tough financial decisions to be made.</p> <p>Mrs Mullaney thanked Mrs McConville for the time and effort she has given in terms of educating/supporting the Principals with regards to Academy Finance. Mrs Mullaney stated that an example of this, was the recent assistance provided to LHS by Mrs McConville and Hill Dickinson, the support had been hugely beneficial and worked really well for all involved. Mr Pritchard also commented that tough decisions had had to be made, but the school had got there. He also made reference to it being as a result of a 'team effort' which had involved the MAT central team. Mr Cook also commented on the positive effects of having a good Financial Controller in place.</p> <p>Discussion moved on to the importance of medium and long term plans (3 / 5 years). Mrs Mullaney reported that this was a work in progress as it had not been done previously.</p> <p><b>Q: In terms of in-year deficits, will this continue to be an issue?</b></p> <p><b>A: Schools will be facing funding difficulties for the foreseeable future. This is why the 3 / 5 year plans are so important. Schools will also need to look at staffing structures each year, dependent on pupil numbers. It should also be noted that following a restructure, in which there is a need to reduce staffing, the impact is not immediately evident, as there may be pay protection or redundancy payments involved.</b></p>				
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	<p>Mrs Hall asked if an analysis/commentary could also be included with any finance reports. All agreed that this would be helpful. All reports will included this going forward.</p> <p><b>Q: In terms of procurement, where are we up to?</b>  <b>A: A draft procurement document has been shared with and discussed at the Business &amp; Finance committee. An updated copy will be brought to the next Business &amp; Finance meeting on 06.07.17. Once agreed it will be shared with the full Board.</b></p>	<p>All future finance reports to include analysis / commentary going forward.</p> <p>Board to receive copy of Procurement document once it has been agreed by B &amp; F Committee.</p>	<p>Judith McConville</p> <p>Craig Parkinson</p>	<p>Immediately</p> <p>As soon as the document has been agreed.</p>	
<p><b>12. MAT Future Expansion/ Sponsorship – Oldershaw, Weston &amp; Litherland Moss</b></p>	<p>Mrs Mullaney reported:</p> <p>As reported previously, due to the government being in purdah, no decisions would be made in relation to school conversions, this therefore impacted on Oldershaw, Weston and Litherland Moss joining THF. Once purdah had ceased the Headteacher Board met, but unfortunately the meeting took place prior to our new CEO being appointed and therefore the group would not make a decision until there was a new CEO in post. The Headteacher Board are due to meet again around the 24<sup>th</sup> July, whereby they will discuss any conversions in the pipeline. Mrs Mullaney also spoke about the changing educational landscape on the Wirral and the DfE’s wish for Oldershaw to join THF. Clive Hurren is already in the process of building links with Oldershaw.</p>				

<p><b>13. Update on Conversions Halsnead</b></p>	<p>Mrs Mullaney reported:</p> <p>Halsnead joined THF on 1<sup>st</sup> June 2017. The school is close in proximity to The Prescott School and has been awarded Readers Quality Mark and Arts Quality Mark. There are some concerns however, and this is the reason why the school felt that THF would be the ideal Trust to support them.</p> <p>Mr Cook informed the Board that he was really impressed with the Halsnead Children’s Graduation which he had recently attended. The parents and children really gained a lot from the event; and with it being held at Hope University there was a feeling of pride; from teachers, children and parents alike. Mrs Mullaney reported that it was an afternoon of celebration, the children received awards for the children’s version of the Duke of Edinburgh Award, extra-curricular activities, voluntary work and sports. “It was a lovely, aspirational event”.</p>				
<p><b>14. Update on The Heath Building</b></p>	<p>Mrs Mullaney reported that she has recently had a tour of the new building and her first impressions are that it is “absolutely phenomenal”; after a 10 year wait, they will now have a huge hall, faculties will be located in the same area instead of being spread around the building, classrooms are of a good size and the corridors are really good. Canteen facilities are also greatly improved with them now having 2 huge refectories. Sprinklers are fitted throughout. Also, following the Grenfell fire, parents voiced concerns regarding the safety of the cladding. Discussions have taken place and we are informed that the cladding meets all current building regulations and is also not the type associated with the Grenfell fire. The building will also have a dedicated Sixth Form Centre.</p>				

	There are 26 weeks to completion and Mrs Mullaney is due to tour the building in July with Katrina Hall from the DfE. Mrs Mullaney will also be taking this opportunity to talk to Katrina about funding ref DPS.				
<b>15. Update of The Heath Teaching School</b>	<p>Mrs Mullaney reported that Mr Jardine is involved in JLT (Junior Leadership Team) interviews at The Heath School and therefore is unable to attend today's meeting.</p> <p>Mrs Mullaney provided an update report in Mr Jardine's absence (see report attached).</p> <p>Discussion followed regarding the Northern Fund grant, support received by schools across the MAT from The Heath TS and other Teaching Schools and the role of the SAILs in terms of support brokerage.</p> <p>Mrs Mullaney also reported that:</p> <ul style="list-style-type: none"> <li>• Mr Jardine is currently training as an Ofsted Inspector.</li> <li>• Ms Greer (Litherland Moss) and Mrs Roberts (Daresbury) are LLEs (Local Leaders of Education).</li> <li>• Mr Jardine is looking at setting up a SCITT (School-Centred Initial Teacher Training). A SCITT is a network of schools that have been approved to run school-centred courses; providing practical hands-on teacher training, delivered by experienced, practising teachers based in their own school or at a school in their network.</li> </ul>				
<b>16. Date of next meeting</b>	Thursday 13 <sup>th</sup> July 2017, 9.00 – 11.00 am Palace Fields Primary School				

17. AoB	<p><b>GDPR – General Data Protection Regulation</b></p> <p><i>Q: What have THF put in place with regards to the new data protection regulations coming into force?</i></p> <p><i>A: Hill Dickinson are running a couple of seminars relating to GDPR which will be attended by Craig Parkinson, Chief Operating Officer. They will also provide the Trust with exemplar advice, forms, policies etc. Colleagues at school level have also been attending training sessions. CP is due to meet with ICT managers next week. GDPR is high on the radar but there is no concrete plan in place at the moment.</i></p>				
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These minutes are approved as a true record of the meeting

Signed: .....

**[Peter Cook]**

Date: 13<sup>th</sup> July 2017

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

Date: 13.07.17