

**The Heath Family (NW) Multi Academy Trust**  
**PART I - Minutes from the MAT Board meeting held on**  
**Thursday, 16<sup>th</sup> July 2019 at 9.30 am**

<b>Present:</b> Helen Stevenson (Chair), Jeremy Barnes, Edward Vitalis, Anantha Subramanayam, Alison Duckworth, David Donnelly, Jane Ainsworth		<b>Apologies:</b> Karl Smith, Morag Davies, Laura Williams		<b>Non attenders:</b>	
				Clerk: Trish Roberts	
Items	Discussion	Action	Who	When	Notes
<b>1. Welcome, introductions &amp; apologies</b>	Ms Stevenson welcomed everyone to the meeting and introductions were given.  Apologies were accepted from Mr Karl Smith & Ms Morag Davies.				
<b>2. Declaration of Business and Pecuniary Interests</b>	Mr Subramanayam informed Trustees that he has accepted the role of Non-Executive Director at Bolton University. There were no other changes to be noted.	Register of Interests (Trustees) to be updated in light of the notified changes.	P Roberts	ASAP	
<b>3. To receive/ ratify minutes from THF Board meeting held on 14.03.19</b>	Trustees received electronic copies of PART I minutes from the MAT Board meeting held on 14.03.19. There were no amendments to be made and therefore the minutes were accepted as a true record and ratified.  <b>RESOLVE: That PART I minutes of the MAT Board meeting held on 14.03.19 be approved as a correct record and signed by the Chair.</b>				
<b>4. To review matters arising not included on the Agenda (to include Action Tracker)</b>	<b>Matters Arising from Minutes of 14.03.19</b>  <b>Page 5 – Summary Attendance Report</b> – Mr Donnelly apologised for the delay in sending the report out to Trustees. It was agreed that this item will be scheduled for the first Education & Standards meeting in September (17.09.19).  <b>Page 6 – Savings Query</b> – Mr Donnelly and Mr Vitalis confirmed that this query had been looked at as part of the budgeting process.	Summary Attendance report to be produced and brought to E&S Committee	D Donnelly	September 2019	
<b>5. Chair's Action</b>	Trustees received a report entitled 'Governor Update – July 2019' which provided details of the Trust Appointed Governor/Chair of Governor appointments that have been approved				

	<p>via Chair’s Action since the previous MAT Board Meeting (14.03.19). The document also provided details of current Governor vacancies at each school; including details of where the recruitment process was up to.</p> <p>Following discussion it was agreed that in future this information will be provided to Trustees via a written meeting paper, rather than a verbal/written report tabled at the meeting.</p> <p>Mrs Roberts explained that vacancies have been advertised at HPS, but at this point to no avail. Mrs Roberts asked if Trustees would be willing to advertise these governor vacancies at their place of work to further extend coverage. Trustees agreed to support.</p> <p>Mr Donnelly brought Trustees attention to the improvement in terms of unfilled Governor vacancy numbers, in that they have reduced from 13 to 8 since the last report, it was also noted that 3 out of the 8 vacancies have applications in process. Mr Donnelly stated that it was good to see Governor numbers looking so healthy; Trustees agreed.</p>	Trust Governor advert and application pack to be shared with Trustees.	PAR	ASAP	
<p><b>6. CEO Report dated 16.07.19</b></p>	<p>Trustees received electronic copies of the CEO Report (dated 16.07.19) prior to the meeting. Mr Donnelly reported:</p> <p><b>Overall</b> – There is no change to the Trust’s overall grading, although it was noted that the Trust continues to meet its milestones and the recovery plan remains on track.</p> <p><b>Q: In terms of moving the Trust from a Red grading to Green - the B&amp;F Committee meeting are happy to recommend the 2019-20 Budget for approval, but we will need to ensure all development plans are fully costed and included in the budget?</b></p> <p>Discussion followed and it was agreed that due to the time restrictions associated with this agenda, the item would be picked up at the closed Trustee meeting (directly following this Board meeting).</p> <p><b>Governance</b> – Trustees were advised that following on from the discussion of last meeting, the Governance grading has now been changed to Amber. Mr Donnelly also reported that he has met with Chairs of Governors (CoGs) individually this term; the meetings have gone some way to improve communication and the feedback received from CoGs has indicated that they have found the meetings helpful. Mr Donnelly also spoke about arranging a Visioning conference for governors to be held in the Autumn term; the rationale for this is so as to bring Local Governing Bodies on board ref the Trustees Vision for the trust. Ms</p>	<p>Date for Visioning Conference for Governors to be agreed</p> <p>CoGs to be notified of where/how to</p>	<p>D Donnelly / Trustees</p> <p>D Donnelly / P Roberts</p>	<p>ASAP</p> <p>ASAP</p>	

	<p>Stevenson advised that if Trustees were expected to attend this session, a date would need to be agreed fairly soon. Mr Donnelly confirmed that he will contact everyone to arrange a suitable date/time. Mr Donnelly also asked whether Trustees would be happy for MAT Board / Committee Minutes to be circulated to CoGs. Trustees confirmed that they would, but in order to save any additional work, CoGs should be able access them via the Trust website. CoGs to be notified of how to access copies of minutes going forwards.</p> <p><b>School Improvement – SWS</b> - Mr Donnelly provided a brief update (see PART II minutes).</p> <p><b>Director of Teaching &amp; Learning</b> – Mr Donnelly advised that the Vice Principal at LHS was successfully appointed as the new Director of Teaching &amp; Learning for the Trust. Mr Donnelly reported that it had been a rigorous interview process and successful applicant was found to be the best candidate for the job. Mr Barnes (Trustee) also spoke about his involvement in the interview process. Mr Donnelly also reported that the successful applicant has already commenced working alongside him on a couple of projects prior to taking up the role in September; ie they are at PFPs working on analysing SATs results with Primary Heads this morning.</p> <p><b>LHS</b> – Mr Donnelly advised that although the Director of Teaching &amp; Learning appointment is good for the whole Trust, it has however left LHS vulnerable in terms of SLT capacity. As a result Mr Donnelly has commissioned David Yates, a highly experienced school leader with an excellent track record, to support the school until a new Vice Principal is in place in Spring Term 2020.</p> <p>Mr Donnelly went on to provide further details regarding how he had taken the decision to commission Mr Yates’ services for LHS; Mr Yates has been working with the Principal at SWS during the Summer term; an assignment sourced from a supply agency by the school itself. The role was to provide temporary cover for a member of SLT who was on maternity leave. Mr Donnelly also noted that both he and Ms Stevenson have prior knowledge of Mr Yates’ expertise and successes through their own consultancy work with schools. Mr Donnelly confirmed that this was the reason why he was happy to commission Mr Yates for the role at LHS. Mr Donnelly also informed Trustees that he has since met with Mr Yates to discuss the assignment in depth.</p> <p><b>Q: What impact has Mr Yates made at SWS?</b></p>	<p>access copies of Trust Board &amp; Committee minutes</p>			
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<p><b>A: Mr Yates was engaged to add capacity to the SLT at SWS to provide cover for absences. In LHS he will be undertaking a role targeted on specific areas of school improvement that are perhaps more inkeeping with his skills and experience.</b></p> <p><b>HR</b> – Mr Donnelly reported that a temporary HR officer has been commissioned to work alongside the COO this term; this has shown to be of great value, in that the HR officer has managed to take some of the HR casework on thereby relieving some of the pressure from the COO. Mr Donnelly also advised that the proposed budget for 2019/20 includes provision for the permanent appointment of a HR Manager. Discussion followed regarding the SLA with Hill Dickinson.</p> <p><b>Q: Is the HR adviser, separate to the SLA with Hill Dickinson</b>  <b>A: Yes they are. Hill Dickinson provides advice, but do not carry out individual casework. This has resulted in the COO having to take on these cases, which has led to the capacity issues discussed earlier. It must be noted that the temporary HR officer has been very effective this term.</b></p> <p><b>Q: Are Hill Dickinson also the HR service provider to the schools?</b>  <b>A: Yes, they provide advice to all schools within the Trust.</b></p> <p><b>Q: In terms of HR advice in relation to your (CEO) Performance Management, do you feel that you are receiving/continue to receive the appropriate support?</b>  <b>A: Yes, I am receiving appropriate support, but should any issues arise I will inform/discuss them with Trustees.</b></p> <p>Mrs Ainsworth queried details with regards to Principals’ Performance Management target review meetings that are normally set to take place in September. Mr Donnelly confirmed that he will be sending out review meeting dates over the Summer break.</p> <p><b>Attendance</b> – Mr Donnelly reported that there have been slight improvements in Attendance across the Trust. Discussion followed with regards the work taking place to analyse attendance data by discrete groups such as Pupil Premium. Mr Donnelly also spoke about the need for a more discrete piece of work to be undertaken to mitigate attendance; this would focus especially in relation to what impact having a week off school can have on the student’s education/learning, and also what interventions are in place when the student returns to school following the absence, ie does the student have time with their teachers in order that missed lessons are explained, rather than students just writing up notes.</p>	<p>Principals’ PM Target Review meeting dates to be shared with CoGs</p>	<p>D Donnelly</p>	<p>Before Sep 2019</p>	
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<p><b>7. Reports from Trust Sub-Committees</b></p>	<p><b>Business &amp; Finance</b></p> <p>Mr Vitalis provided a brief summary on the key matters that had been discussed at the last B&amp;F meeting (04.07.19), which included:</p> <p><b>Financial Performance &amp; Recovery Plan</b> – Mr Vitalis provided details of the current in-year Trust deficit position and shortfall in relation to the operating surplus for 2019/20 assumed within the recovery plan; stating that agency supply had significantly impacted the budget outturn this year. Trustees noted that there can be no further slippage, and that any shortfall/deficit would need to be recouped by the end of the coming financial year (2019/20). Mr Vitalis also stated that from September 2019 onwards he would like to see, how this will be achieved and what mechanisms need to be/have been put in place to recover this position, reflected within the Recovery Plan.</p> <p><b>Capital Funding</b> – Mr Vitalis reported that following a comprehensive tendering process, Faithful &amp; Gould were commissioned as the Trust’s Capital Partner. During the Summer term they have been completing a condition survey at each of the schools within the Trust, the last survey is due to be completed by the end of term. In Term 1 (2019-20) a fully costed plan will be produced which will inform Trustees on capital build/repair priorities for the coming years.</p> <p><b>Q: How will this information be shared with schools?</b>  <b>A: We will ensure that the report will be shared with both Trustees and Schools.</b></p> <p><b>Q: From a Capital perspective, are we on plan for this year?</b>  <b>A: In some respects yes. Although it has to be noted that 2018-19 has been a non-strategic year and also there wasn’t a formal Capital Plan in place; therefore the capital spend this year has been on non-strategic responsive capital works. It should also be noted that capital funds have a two year window to spend that particular pot of money; therefore the funds that have been reported on this year relate to funding received in 2017/18. Mr Donnelly informed Trustees that the Trust still holds a substantial amount of capital money (funding from 2018/19), and also that eventually the plan will catch up with the funding. It was also noted that capital funding is not reported within the recovery plan at present; Mr Donnelly is awaiting advice from audit and will keep Trustees updated on how this issue progresses.</b></p>				
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**Supply Cover Insurance** – Mr Vitalis reported that supply insurance costs have been investigated and currently there are no cost benefits for individual schools or the trust. As a result a trust-wide decision was taken not to sign up to supply insurance for 2019/20.

**Risk Register** – Mr Vitalis reported that B&F received a copy of the current Risk Register at their last meeting (04.07.19). The register will be owned by Trustees (review delegated to B&F). Mr Vitalis will bring a copy of the register to Board in Autumn Term.

**Central Executive Pay** – Mr Vitalis reported that B&F received a copy of the draft Central Pay Policy at their last meeting, but following closed discussion a decision was taken to move the agenda item to outside of the meeting. The reason being that B&F members felt that this decision was not within their terms of reference. Mr Vitalis will therefore discuss with Ms Stevenson as to how to take this item forward.

Trustees thanked Mr Vitalis for the work that has been completed this year. Mr Vitalis responded noting that it was not just down to him, the work of B&F committee and of Mr Donnelly and his team was also to be commended. Mr Vitalis also spoke about the external support that had been accessed, stating that the work completed by Wendy Marshall had been exemplary.

Mr Vitalis also noted that for the coming year, in terms of the budget, both Trustees and the Central Executive Team will need to address whether there is the capacity to deliver. Mr Donnelly stated that it will be challenging, but feels that the Trust is in the positive position of knowing what needs to be done, and therefore the strength needed to overcome any challenges that lie ahead. Mr Vitalis agreed stating that he will support Mr Donnelly and the team in the coming months.

**Education & Standards**

Mr Barnes reported that most of the key issues had been covered within the KS2 Results presentation. He then went on to provide a brief summary on the presentation that had taken place at Bridgewater Park Primary prior to the last E&S meeting. Mr Barnes reported that it had been a well-planned and thorough presentation from the Principal, Vice Principal and Early Years Lead; where Trustees were provided with updates on current structure and vision going into next year. Trustees were also given the opportunity to ask questions throughout and were able to gain a clear picture from a unified team of staff. Mr Barnes also reported that Trustees were very impressed by the standard of vocabulary used by the

	<p>children who took part at the beginning of the presentation. Mr Barnes finished his report by stating he had found the presentation a very positive use of time.</p>				
<p><b>8. KS2 Results</b></p>	<p>Trustees received electronic copies of a confidential report entitled ‘Primary Academies’ Provisional Attainment Data – 11<sup>th</sup> July 2019’ prior to the meeting.</p> <p>Mrs Bennett (Primary Strategic Academy Improvement Lead) reported that KS2 results were released on 9<sup>th</sup> July and therefore the report shared with Trustees only included headline data at this stage. A more detailed commentary, including performance of groups and levels of mobility, will be provided by schools as part of their analyses of 2019 data and reported at the next MAT Board meeting in September. Mrs Bennett then proceeded to report on each schools’ individual performance. In-depth discussion followed each school’s report and Trustees were given opportunity to interrogate the data discussed and provide challenge where appropriate.</p> <p>Based on initial results the KS2 performance headlines were as follows:</p> <p>Average attainment across the 5 primaries remains at 55%, although given the larger cohort size at one of the schools it is likely that a higher percentage of pupils across the MAT have achieved expected standards at KS2 compared to 2018.</p> <p>Combined RWM attainment in 3 schools is lower than in 2018; the remaining 2 schools have attained higher than the 2019 national of 65%</p> <p><b>Individual School Headlines</b></p> <p>School A: results have dipped this year with results in reading impacting upon combined attainment. The school is however considering submitting 2 of the reading papers for remarking. If this is successful, and given the small cohort size, attainment may lift to be in line with national. Results in GPS and Maths at the same school were both higher than national at expected standards.</p> <p>School B: although results are significantly lower than national, attainment at this school has increased by 16% compared to 2018. There has also been significant increases in attainment in Maths at the same school.</p> <p>School C: having consistently attained higher than national in previous years, this school’s initial data show that they are slightly lower than national in Reading and Maths, although combined attainment is slightly higher than national.</p>				

	<p>School D: following a significant increase in combined attainment at this school last year, there has been a disappointing dip this year. However it was noted that discussions are currently taking place with regards to how Resource Base results are treated, ie whether they should be included in the whole school figures. Trustees were notified that the RB results are currently included in the reported figures.</p> <p>For full details of discussion see PART II minutes.</p>				
<p><b>9. Budget 2019/20</b></p>	<p>Trustees received electronic copies of the Budget 2019/20 paper and the Budget Review document produced by Wendy Marshall.</p> <p>Mr Vitalis, Chair of B&amp;F Committee, informed Trustees that following previous discussions both at B&amp;F and earlier during this meeting, in his opinion the Trust will be able to achieve the budget and get back on track with the recovery plan. He also commented that the Trust will need to look at how it can support school improvement. Trustees were then asked if they were in favour of approving the budget for 2019/20, all of whom agreed.</p> <p><b>RESOLUTION: Budget for 2019/20 be approved</b></p>				
<p><b>10. Update on The Prescott School</b></p>	<p>Mr Donnelly provided a verbal update; the main points being:</p> <p><b>Post-Ofsted Action Plan:</b> TPS were placed into Special Measures following their recent Ofsted inspection; since then a post-Ofsted Action Plan has been written, and submitted to HMI for approval. The plan received in depth scrutiny at the last E &amp; S meeting. The plan has been sent back, requesting further details in relation to targets, and support being put in place. The updated plan will be resubmitted tomorrow (17.07.19). Once the Action Plan has been approved copies will be circulated to Trustees, along with the Statement of Action.</p> <p><b>Meeting with RSC (19.06.19):</b> Mr Donnelly and Ms Stevenson attended a meeting with the RSC on 19.06.19 to discuss TPS. At this meeting they were notified that the Trust would receive a Minded to Terminate notice (copy of letter was shared with Trustees via email on 11.07.19). Mr Donnelly went on to explain that there are 3 levels of Minded to Terminate notice and at this point the Trust had received the least severe of the 3, however this remains a significant cause for concern for us. Mr Donnelly also advised that he will send a formal response to the Minded to Terminate notice later on today. Mr Donnelly went on to explain that he had attended a further meeting at TPS last week with Carol McDermott (DfE) although a report will not be produced from this meeting, indications seems to show</p>				

	<p>that they are happy with the direction of travel. Mr Donnelly also advised Trustees that should the school not make satisfactory progress it will trigger the next level of letter from the DfE.</p> <p>Mr Donnelly went on to explain next stages of the process, and how evidence was being compiled in readiness for future monitoring visits. Mr Donnelly also spoke to Trustees about Pathways to Success and the AIP's role next year. Mr Donnelly also informed Trustees that he will producing a monthly report on where the school is up to in relation to the Action Plan which will be taken to LGB (a copy of the report will also be shared with Trustees). Trustees noted that they were satisfied appropriate systems are in place for reporting back to the RSC.</p> <p><b>Q: In terms of Governance, in light of the Ofsted inspection outcome, should we not look at moving to an Interim Executive Board (IEB)?</b></p> <p>Discussion followed regarding the Governance arrangements currently in place at TPS, noting that the LGB have been meeting on a monthly basis since October 2018; Mr Donnelly also suggested that with the reports he will produce, LGB meeting agendas will be clearly focusing on the Action Plan going forwards.</p> <p>Trustees also noted that Mr Smith will be the Link Trustee for TPS; Mr Smith already has well-established links with the school through his role at Carmel College.</p>				
<p><b>11. Trust Strategy Update</b></p>	<p>Trustees met at the end of the meeting to discuss the trust's forward strategy.</p>				
<p><b>12. AoB</b></p>	<p><b>Link Trustees</b> - were agreed as follows:</p> <p>Helen Stevenson – SWS  Jeremy Barnes – HPS &amp; LMoss  Edward Vitalis – BWP  Morag Davies – DPS  Alison Duckworth – PFPS,  Karl Smith – TPS  Anantha Subramanayam – LHS  Laura Williams – THS</p>				

	Mr Donnelly also reported that he will be meeting with Ms Stevenson to agree the Terms of Reference for the Link Trustee role; and that it is expected that link meetings will commence in September 2019.				
<b>13. Meeting Dates</b>	Trustees have received an updated meeting schedule; electronic Outlook invites will also be sent out. Autumn Term meeting dates are as follows:  <b>MAT Board:</b> Friday 20 <sup>th</sup> September 2019 & Thursday 7 <sup>th</sup> November 2019 <b>B&amp;F Committee:</b> Thursday 12 <sup>th</sup> September 2019 & Thursday 17 <sup>th</sup> October 2019 <b>E&amp;S Committee:</b> Tuesday 17 <sup>th</sup> September 2019 & Wednesday 16 <sup>th</sup> October 2019				

Meeting closed at 11.30 am

These minutes are approved as a true record of the meeting

Signed: .....

**[Helen Stevenson]**

Date: 20<sup>th</sup> September 2019