

# South Bank Multi Academy Trust

## Trust Board

Minutes of the Meeting held on Tuesday 18<sup>th</sup> July 2023 6pm held at the Trust Office

Present:	Ian Wiggins	Chair of Trustees
	Martyn Sibley	Trustee / Vice Chair
	Donna Smith	Trustee
	Pat Boyle	Trustee
	Rob Bennett	Trustee
In attendance:	Gemma Lowe	Trustee (from Sep 2023)
	Frankie Haynes	Trustee (from Sep 2023)
	Mark Hassack	Chief Executive Officer
	Michael Gidley	Chief Finance Officer
	Zoe Pickard	Executive Officer
	Clair Kitchen	Director of School Improvement
	Sue Wight	Director of SEND & Safeguarding
	Katie Dent	Director of HR
	Jennifer Mitchell	Director of Personal Development
	Andrew Wappat	School Improvement Partner
Sophie Triffitt	Clerk to the Board of Trustees	

### 1 WELCOME AND INTRODUCTIONS

1.1 The Chair welcomed everyone to the meeting and introductions were made.

### 2 APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST AND CHANGES TO BUSINESS INTEREST FORMS (PREVIOUSLY ISSUED)

#### Absence

2.1 Apologies were received and accepted from Bethan Ellis and Natalie Wong.

#### Declarations of Interest (previously issued)

2.2 Trustees were reminded to keep their business interest submissions up to date.

### 3 EXECUTIVE AND SCHOOL IMPROVEMENT TEAM UPDATE

#### CEO Inspire Academy (previously issued)

3.1 The CEO explained that the STAR Centre established at York High School was doing well and having an impact on those accessing the provision, but the suspension and exclusion rates remain a concern and there is a need to ensure there is greater access for students who are not able to access mainstream provision to high quality education. The Inspire Academy will be established as a collaborative centre between Millthorpe and York High

School and the cohort to access the provision have been identified. Once the centre is established and the Trust is satisfied it will meet the required standards an application will be made to set up as an independent provision that other schools and the Local Authority will be able to commission places. Registration will be for a circa 40 place provision with the assumption that the students will have an Education Health Care Plan with Social Emotional Mental Health (SEMH) as the primary need.

- 3.2 The York High School Headteacher was successful in securing funding from York Schools and Academies Board for 2023/24 as a transition year, with the aim to register as an independent provider for September 2024.
- 3.3 A Trustee questioned the financial viability of the provision given the ratio of children to staff costs. The CEO explained that the provision had been factored into the budget for the next three years and each school has an element of budget allocated for Alternative Provision (AP) which can cost £18.5k per place annually if accessing an external provider. There is also AP happening in school which is included in budgets. The staffing has changed slightly to ensure qualified teachers are in the provision supported by support staff. The view is that after that first year all AP would be delivered internally as a more cost and educationally effective provision.
- 3.4 A Trustee suggested that it would be useful to understand how much AP currently costs the Trust.
- 3.5 A Trustee asked if there was the capacity and expertise to run the AP properly and deliver good educational outcomes. The CEO explained that he had set up a similar model on a bigger scale previously and that provision was judged good in the first Ofsted. The Director of SEND and Safeguarding has SEMH experience and had done significant work in establishing the provision and the Head of Centre appointed currently runs an AP. The CEO was confident there was sufficient capacity and experience for the provision to be successful.
- 3.6 A Trustee asked for assurance that this would not result in off rolling as children move from internal AP to a separate provision. The CEO assured trustees that he would not engage in off rolling and confirmed that children from Millthorpe and York High School would remain on their home school roll.
- 3.7 A Trustee asked what safeguards there would be against off rolling through admissions from other schools. The CEO explained that as an independent school the Trust can write the admissions policy and have control over admissions, and this would be needed to protect the culture and the success of those already in provision. If a place was confirmed it would be the home school choice to decide whether to move that pupil to the AP roll but ideally they would be on dual registration.
- 3.8 A governor asked about the timeline. The CEO confirmed that the Collaborative Centre will start in September 2023 and expected to apply for registration as an independent provision by the end of 2023. The CEO explained that it cannot be registered until Ofsted have inspected and are satisfied the provision will likely meet the Independent School Standards, then the application would go to the DfE for a decision.

- 3.9 A Trustee suggested that the provision would provide a good PR opportunity. The CEO noted that the Head of Centre role was in the York Press and confirmed that the opening of the provision will be included in the newsletter this week, there will be a celebration of opening when the building work is completed in October 2023 and a press opportunity when it is registered as an independent school.
- 3.10 **Resolution:** Trustees approved the recommendation to open the Inspire Academy as a Collaborative Centre between York High School and Millthorpe from September 2023 and to proceed with registration of Inspire Academy with the DfE during the 2023/24 academic year.

### **School Improvement Team Update**

#### **School Improvement, QA and CPD**

- 3.11 The Director of School Improvement presented an update on work done since January 2023 including:
- Monday Pulse meetings
  - Curriculum dashboard
  - Millthorpe development work including subject reviews
  - Deep dive support for Ofsted preparation
  - Development of CPD offering
  - KS4 curriculum
  - Progress Teaching
  - Mentoring colleagues new in role
  - Recruitment (noting that the Trust will be fully staffed for September).
- 3.12 The Director of School Improvement shared priorities for 2023/24.
- 3.13 The Director of School Improvement shared a Trust Curriculum Dashboard example explaining how it can be used collaboratively by Headteachers and will identify subjects for subject review. The CEO emphasised that it was not an inspection process but was a process to identify strong practice to share and areas where support is needed. The Director of School Improvement confirmed that the ratings are done in discussion with the Headteachers.
- 3.14 The Director of School Improvement shared the Curriculum Area Review Dashboard noting that there had been a lot of positive feedback on the process which generates actions to be completed. The CEO explained that the process has been collaborative with Middle Leaders. The Director of School Improvement shared an example of positive work done in collaboration with a Millthorpe Deputy Headteacher (KR) and Heads of Faculty who have engaged with the process.
- 3.15 The Director of School Improvement shared the South Bank Development Programme for 2023/24 for support staff and teaching staff, the development meeting schedule, subject leads development day, bespoke CPD opportunities, aspiring middle leaders programme and ECT programme.
- 3.16 The CEO noted that implementing a Trust ECT Programme supports Headteacher workload, ensures the offering is maximised and provides networking. The Director of

School Improvement confirmed there were circa 12 ECTs on the programme and year two ECTs will be invited to the sessions. The CEO added that the Trust buy in external provision for ECTs and would be investigating the Trust becoming its own ECT programme.

- 3.17 A Trustee suggested building in governance support to the Development Programme.
- 3.18 Trustees thanked the Director of School Improvement for the update on all the excellent work done noting that it brings together lots of elements that trustees have been questioning.

SEND and Safeguarding (previously issued)

- 3.19 The Director of SEND and Safeguarding presented an update on work done since January 2023 including:
- Graduated approach for the four areas of SEND.
  - CPD.
  - Introduction of Provision Map to track and monitor support, interventions and impact and better support SEND reporting.
  - Working with Progress Teaching to see if their systems could incorporate Provision Map.
  - Establishing an AP Nurture Group at Carr Junior to be up and running from September 2023 with the SENCO leading the provision and supporting staff based there.
  - Establishing the Inspire Academy AP.
  - SENCO mentoring for two SENCOs new to post.
  - Compiling a SEND and Safeguarding research, resource and assessment bank.
  - Visits to external APs to provide assurance on the provisions.
  - SEN Dashboard development.
  - SEND and Safeguarding link governor sessions.
  - Attained IQM assessor status and will be supporting Woodthorpe and Knavesmire for an IQM award.
  - Delivered DSL training and going forward will have in house DSL and Team Teach training through train the trainer programmes.
  - Streamlined and standardised CPOMs categories for meaningful comparisons across the Trust.
  - IT filtering and training in line with KCSiE 2023.
  - Facilitated Educational Psychologist training on Emotional Based School Avoidance.
- 3.20 The Director of SEND and Safeguarding shared a timetable example for the Inspire Academy and explained that there would be two KS4 groups and one KS3 group. The aim for those in KS3 was to reintegrate back into mainstream with strategies for support. KS4 pupils will stay in that provision with work experience built into the programme and a focus on SEMH needs.
- 3.21 The Director of SEND and Safeguarding shared their 2023/24 priorities and SEN strategy and informed Trustees that the Safeguarding Policy was under review and will be shared in September. Priorities for 2023/24 include delivering the CPD offer for SEN and Safeguarding including termly newsletters on areas of need, working in partnership with external agencies including Educational Psychologists and Applefields and supporting

Knivesmire and Woodthorpe in attaining their IQM award and starting to gather evidence for Millthorpe accreditation by Christmas.

- 3.22 In response to a Trustee the Director of SEND and Safeguarding confirmed that external support was commissioned through the Educational Psychologist team around the EBSA need in relation to attendance strategies and SEND as most children with EBSD tend to be on the autism spectrum. The Educational Psychologist service provided positive feedback on the Trust attendance messages.
- 3.23 A Trustee suggested there was a wider communication need around SEN provision and financial implications to address parental assumption and expectations on funding levels and how that funding is used. The Director of SEND and Safeguarding reported that five of the SENCOS had completed SEND Law Level 2 training and have signed up to level 3 to support clear and consistent messaging backed up in SEN law. Parents are also being encouraged to raise concerns directly with the schools.
- 3.24 A Trustee suggested that it would be useful to have some positive SEND stories / testimonials to share.
- 3.25 The CEO reported that SEND provision and processes across the Trust have improved significantly over the last year and children are getting interventions they need and assessments done properly.

#### Personal Development

- 3.26 The Director of Personal Development presented an update on work done since January 2023 including:
- PD audits for each school and shared an example of an audit and resulting action plan. York High School had a very strong personal development programme and have supported the development of plans at Millthorpe.
  - Millthorpe have developed their careers programme broken down by year group to ensure they are meeting each of the Gatsby benchmarks.
  - The York High Thinks initiative has been rolled out across the Trust as South Bank Thinks as a clear way to identify the schools as a group within the Trust.
  - The alumni programme is in development to raise aspirations.
  - Developed links with Family Matters, in response to staff feedback on school readiness, who will run supportive workshops for families of children who will attend Nursery and Reception settings from September 2023. There will also be workshops to support parents of secondary age children and SEND parents. The Director of PD noted the positive feedback from parents who attended the sessions so far.
  - Year 6 and Year 7 transition support with six lessons linked to the PD curriculum to support secondary readiness.
  - Developing the PD offering as an integral part of the AP provision, in addition to the statutory formal lessons there will be a bespoke programme for life knowledge including career, housing, budgeting, meal planning etc.
  - PD reviews for Ofsted preparation.
  - Primary Pupil Premium Case Studies with the aim to roll out to the secondary schools.
  - Implementing the 50 things a child will do at primary school idea from Knivesmire at all primary schools.

- Year 9 boys harmful sexual behaviour and coercive control workshops which received very positive feedback, staff CPD has been delivered and a working party has been formed to address this in schools. A Trustee noted that IDAS Charity may be able to support with resources and contacts.
- In My Shoes Project working with Year 9 students alongside Leeds Academy students who are refugees to develop school resources and materials to be used in schools in Yorkshire.

3.27 The Director of Personal Development reflected on the recent South Bank festivals noting that the Athletics Festival saw children of a range of ages working well together and supporting each other. The Arts Festival was very successful with lots of great feedback. The Director of PD was very proud of the children at both events who represented the Trust exceptionally well.

3.28 The Director of PD shared plans for 2023/24 including working with YUIS (York Universities in Schools) on a mentoring programme for Years 6 and 9.

3.29 A Trustee noted that the Arts Festival was excellent and brought lots of joy and suggested that it was a PR opportunity. The Family Matters work was also a PR opportunity in terms of work to support the school community in addressing society issues.

#### Attendance

3.30 The School Improvement Partner reflected on the Arts Festival providing opportunities for the young people to stand up, be proud and celebrate themselves and each other.

3.31 The School Improvement Partner reported that attendance at secondary level is low across York with FSM attendance 7% below the national and EHCP attendance 6% below national. Primary attendance is broadly in line or above national.

3.32 The School Improvement Partner presented an update on work done to develop attendance procedures and develop a culture of addressing attendance. The School Improvement Partner acknowledged the task of addressing attendance is overwhelming in secondary schools, so he has provided a focus on and efficiency of systems to support.

3.33 The School Improvement Partner highlighted that research suggests that absence in September is a key indicator for absence across the year and many Local Authorities support fines for holidays taken in September. In York there would need to be five days holiday in a row in a 12-week period before a penalty notice is considered so the Trust is working in partnership with the Local Authority to clearly define benchmarks and actions. The Local Authority representatives have been very supportive of the Trust and there is good practice from York including attendance leaflets and social worker training.

3.34 The School Improvement Partner explained that studies show that the impact on those that get to court for unpaid fines in terms of attendance improvement is low, but the processes to get to that stage will have an impact on many families. There is a need to support and understand parents in each case but there are levels of absence that cannot be tolerated.

3.35 The School Improvement Partner shared an example of the attendance tracker and actions and attendance tracking data by school.

- 3.36 The School Improvement Partner has supported efficiencies in systems and getting more staff involved to generate more conversations and relationship building to understand barriers to children coming into school. IT support, upskilling staff and utilising individual staff skills has also been an integral factor in delivering efficiencies and identifying those children of most need, patterns in absence and those who can be most easily moved out of the persistent absence category.
- 3.37 The School Improvement Partner has also ensured that schools are closing registers and coding in line with DfE guidance.
- 3.38 The School Improvement Partner reported on work done with the Education Psychologist team to aid discussion with children and identify barriers to attendance and any need.
- 3.39 The School Improvement Partner shared an example of work done with a child in Reception to support the family in improving attendance noting the significant concern with Nursery attendance and setting patterns of attendance through primary and then into secondary.
- 3.40 The School Improvement Partner shared examples of attendance messages which have been checked with the Education Psychologist team.
- 3.41 The School Improvement Partner shared the priorities for 2023/24 which included focus on 100% attendance in a week and developing the attendance slip system for targeted children.
- 3.42 In response to a Trustee the School Improvement Partner explained that there is build up and engagement with families for first day attendance in school but capacity to directly contact that many parents is not possible, so schools try to get as many families as possible to sign up to newsletters and share messaging on websites.
- 3.43 A Trustee noted that psychologically there is greater accountability when you have spoken directly to and made a commitment to someone and asked if there is the potential to engage directly with key families to deliver the positive messaging of 'we're looking forward to seeing X child on the first day of term'. The Director of School Improvement noted that Year 10 in both schools are a cohort of concern and teams have been asked to identify students of greatest concern to be proactive with. The School Improvement Partner explained that the primary schools are very strong in this messaging and personal conversations due to parents doing pick-ups / drop-offs. The Trust have pushed the Local Authority to provide persistent absence data for all Year 6 children moving into a secondary school and all Year 6 attendance on the last day of term to populate slips to support early conversations on individual attendance patterns.
- 3.44 A Trustee suggested that it would be good to have a visual of a person on the nudge messaging to support a welcoming / approachable ethos.
- 3.45 A Trustee noted that the class / year group closures due to industrial action has played into the mentality of some parents on accepting odd days of absence.
- 3.46 In response to a trustee the School Improvement Partner confirmed that the fixed penalty notice is £60 per child per parent and doubles after 21 days if not paid. The Local Authority can use money from fines to support the drive on attendance.

- 3.47 A Trustee asked how the attendance work had been received in schools and LGBs and how the approach would be sustained. The CEO explained that focus this year had been to put systems in place and the aim for 2023/24 was to embed these systems and felt that the approach was sustainable due to the efficiencies have been implemented and the responsibility for the focus for attendance being across a range of staff.
- 3.48 Trustees recorded thanks to the Director of School Improvement, Director of SEND and Safeguarding, Director of Personal Development and School Improvement Partner for the significant amount of work done across the Trust.
- 3.49 The Director of School Improvement, Director of SEND and Safeguarding, Director of Personal Development and School Improvement Partner left the meeting.
- 3.50 Trustees reflected on the actions from the central team to deliver on questions and challenge trustees had been making prior to the Executive Team being in place.
- HR (previously issued)
- 3.51 Trustees recorded thanks to the Director of HR for the amount of work that had taken place over the year.
- 3.52 A Trustee questioned the high level of staff turnover at Millthorpe noting that it could be destabilising for the children. The Director of HR reported that there had been a FOI request on leavers and there had been more leavers across the Trust over the same period for the previous year compared to this year.
- Estates (previously issued)
- 3.53 Trustees recorded thanks to the Director of Estates for the good work progressed over a short period.
- 3.54 Trustees noted that the level of professionalism and expertise in the central team was significant and provided a much increased level of assurance.

#### **4 TRUST BUSINESS**

##### Budget Approval - including Capital Approvals (previously issued)

- 4.1 The Finance and Audit Committee Chair reported that the committee scrutinised the budget approval including stress testing of the assumed pay awards percentages. The CFO reported that a 5% pay award for teachers was assumed but the pay award has since been set at 6.5% with 3% government funding which overall positively impacts the budget by £150k. The support staff pay award is likely to settle as budgeted.
- 4.2 The Committee Chair noted that the committee discussed the disproportionate spending at Knavesmire on Teaching Assistants, the movement towards a 7.7% Trust reserve in year three and recognised the strong school level financial stewardship. The CFO reported that each school was reporting a surplus in year three.
- 4.3 The committee recommended the budget for approval.
- 4.4 **Resolution:** Trustees approved the budget.



- 4.5 A Trustee noted that given the financial trend of the sector the budget was reporting well and that it was outrageous that the Trust had needed to budget an assumption of a 5% unfunded pay award.
- 4.6 Trustees noted the capital allocations previously approved.
- 4.7 A Trustee questioned the spend on Trust space development. It was confirmed that the meeting room would be utilised for cross Trust use particularly for CPD.
- 4.8 The CEO confirmed that schools were comfortable with the allocations.
- 4.9 The CFO confirmed that he had responded to Trustee comments within Decision Time.
- Scheme of Delegation (previously issued)
- 4.10 **Resolution:** Trustees approved the Scheme of Delegation.
- Finance and Audit Committee Report
- 4.11 Update provided as part of the budget approval item.
- Trustee Business**
- Trust Culture
- 4.12 Carried over to the next meeting.
- 2023/24 Meeting Plan (previously issued)
- 4.13 **Action:** Clerk to liaise with the Executive Officer to finalise the dates and times of the 2023/24 meeting and develop a skeleton agenda / schedule of business.
- Matters from LGB** (previously issued)
- 4.14 Trustees noted the circulated section of minutes from Scarcroft LGB for information.
- 4.15 A Trustee noted the need to clarify the role of Link Trustee in engaging with LGBs.
- LGB Appointments and Resignations (previously issued)
- 4.16 **Resolution:** Trustees agreed the governor appointments, noted the resignations and agreed the changes to the Millthorpe LGB structure.
- Minutes of Previous Meeting – 16<sup>th</sup> May 2023
- 4.17 **Resolution:** The minutes were agreed as a true and accurate record of the meeting and approved.
- Matters Arising and Actions
- 4.18 There were no actions to update and no matters arising.
- Policies**
- Designated Teacher and Looked After Children (previously issued)
- 4.19 **Resolution:** Trustees approved the Designated Teacher and Looked After Children Policy.
- Physical Restraint (previously issued)
- 4.20 **Resolution:** Trustees approved the Physical Restraint Policy.
- Any Other Business
- 4.21 Discussion of governor conduct was recorded as a separate confidential minute.

4.22 Discussion of CEO performance management was recorded as a separate confidential minute.

Future Meeting Dates

4.23 To be circulated.

The meeting closed at 9.30pm.

Meeting Decisions
Trustees approved the recommendation to open the Inspire Academy as a collaborative centre between York High School and Millthorpe from September 2023 and to proceed with registration of Inspire Academy with the DfE during the 2023/24 academic year.
Trustees approved the budget.
Trustees approved the Scheme of Delegation.
Trustees approved the Governor appointments and agreed the changes to the Millthorpe LGB structure.
Trustees approved the previous meeting minutes.
Trustees approved the following policies: Physical Restraint Policy. Designated Teacher and Looked After Children Policy

18<sup>th</sup> July 2023

Item	By	Action	Date
4.13	Clerk / EO	Clerk to liaise with the Executive Officer to finalise the dates and times of the 2023/24 meeting <i>and</i> develop a skeleton agenda / schedule of business.	July 2023  Sep 2023

**Approved at Trust Board on 9<sup>th</sup> October 2023**

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**Trust Board Approval**