

South Bank Multi Academy Trust

Trust Board

Minutes of the Meeting held on Monday 9th October 2023 9.30am held at Millthorpe School

Present:	Ian Wiggins	Chair of Trustees
	Martyn Sibley	Trustee / Vice Chair
	Donna Smith	Trustee
	Pat Boyle	Trustee
	Rob Bennett	Trustee
	Gemma Lowe	Trustee
	Frankie Haynes	Trustee
	Bethan Ellis	Trustee
	Natalie Wong	Trustee
In attendance:	Mark Hassack	Chief Executive Officer
	Michael Gidley	Chief Finance Officer
	Zoe French	Executive Officer
	Katie Dent	Director of HR
	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 David O'Brien.

Declarations of Interest (previously issued)

2.2 Trustees were provided with business interest forms to complete and were reminded to keep their business interest submissions up to date throughout the year.

3 CEO UPDATE (previously issued)

3.1 The CEO reported that targets had been agreed with Headteachers who had proposed realistic yet aspirational targets.

3.2 The CEO noted in reference to results that there were strong gains in the primary school outcomes and the secondary schools had seen the smallest drop locally against a declining national trend.

- 3.3 Carr Junior had a positive Ofsted inspection with key areas of focus being on SEND, Safeguarding and governance. SEND feedback was very positive and inspectors identified strong governors noting the effective relationship between the LGB, Chair of Governors, Executive Team and Trustees.
- 3.4 James McGann was appointed as Executive Headteacher to work across Woodthorpe and Scarcroft. Heads of School would be appointed at each school through a Trust wide internal process for Deputy Headteachers.
- 3.5 A Trustee asked what the benefits of an Executive Head / Head of School model were beyond financial. The CEO explained that the structure retains expertise and strong leadership in the Trust, allows for development of Deputy Headteachers as Heads of School and future Headteachers and allows flexibility in succession planning and leadership development.
- 3.6 A Trustee noted the need to ensure communication is managed effectively to explain the structure and benefits to all stakeholders.
- 3.7 A Trustee asked if the Head of School structure would allow for a phased development from teaching expertise into leadership. The CEO confirmed that it will along with the Executive Headteacher leading strategically. The CEO has expertise of this model and can support the Executive Headteacher and the implementation of the structure to be successful.
- 3.8 A Trustee asked if there was confidence in the capacity of the Executive Headteacher to support Scarcroft and continue to push forward Woodthorpe to a successful Ofsted. The CEO explained that this was a significant part of the selection process to ensure the structure does not detrimentally impact either school and was confident Woodthorpe was in a strong position. The Chair of Trustees added that part of the recruitment process was a discussion focused on the management of both schools.
- 3.9 A Trustee asked if it was likely to be a long term model. The CEO explained that it was a preferred model but would be dependent on growth of the Trust.
- 3.10 A Trustee questioned the York High School attendance. The CEO reported that a quarter of the Year 7 who transitioned up to York High in September were classed as Persistent Absence at primary school and research suggests that pattern only gets worse at secondary level. The national picture on attendance is low and Amanda Spielman recently emphasised that it was a parent's job to get their child to school. York High School have implemented a programme where each staff member has three children to focus on including building home / school communication and chasing attendance. The Headteacher emphasised at a parent session that the one priority for parents was to get their child into school. The School Improvement Partner has put lots of systems in place which have seen gains at Millthorpe and some green shoots at York High.
- 3.11 A Trustee asked how the Trust was supporting continuity of leadership at York High. The CEO assured trustees that the situation was being managed sensitively and support was appreciated by the Headteacher. The Deputy Headteacher, Ms Burns, is stepping up as needed and the Headteacher has done lots of work in supporting the wider leadership team to be independent and take ownership of their lead areas. The Director of School

Improvement was in school a lot and the CEO and School Improvement Partner as much as possible.

- 3.12 A Trustee asked how many of the 25% PA Year 7 came from Trust feeder schools. The CEO confirmed a significant number came from an individual non-SBMAT school, which the CEO confirmed account for around a third of the Year & intake.
- 3.13 A Trustee asked if there was consistency of attendance messaging at primary schools locally. The CEO confirmed not and explained that it can be difficult managing consistency when Heads at maintained schools have such a different approach. The CEO explained that attendance was an ongoing discussion point at the York Schools and Academies Board and the CYC approach was focused on fostering a sense of belonging at school, but the CEO raised concern with the low level of challenge on attendance from the local authority.
- 3.14 A Trustee noted the duality of messaging coming from lockdowns and strikes where children were not able to be in school against the messaging of the importance of attendance and asked if there was any objective research on attendance to enable an informed discussion. The CEO explained that it was a very complex and multi layered issue. Public First have done research but the CEO questioned the sample of parents given the data presented.
- 3.15 In response to a trustee the CEO confirmed there was a link with attendance and disadvantaged.
- 3.16 **Action:** The CEO to circulate additional reading material on attendance.
- 3.17 The Committee Chair noted that attendance continued to be a focus at Education and Standards Committee.
- 3.18 The Chair of Trustees recommended that trustees read the anonymised response to parents in relation to the complaint made to the DfE. The CEO confirmed that the DfE response identified no concerns within the Trust. Trustees agreed that the external view provided assurance to the Trust Board that what was presented at Trust Board was accurate. The CEO confirmed that the same letter went to Ofsted, the Local MP and Local Councillors. The CEO noted that Amanda Spielman spent time at a conference talking about the rise in complaints to Ofsted.
- 3.19 The CEO noted that the Millthorpe suspension rates were down by 65% year on year.

4 SEND AND SAFEGUARDING UPDATE (previously issued)

- 4.1 A Trustee asked why the percentage of SEND at the secondary schools was high compared to the national picture. The CEO explained that York is high for SEND and sometimes it can be down to parents pushing for identification and placing on the register which results in higher numbers. The CEO was confident that the York High School data was an accurate reflection of need. The Executive Officer added that the Director of SEND and Safeguarding had reported that both schools and parents identify SEN early. Millthorpe is reviewing the SEN Register to ensure the pupils who are SEN Support still need that support. Those students who need to be removed will be transferred to the monitoring register where they will remain to ensure they are continuing to make progress in line with their peers.

- 4.2 In response to a trustee the Executive Officer confirmed that the Director of SEND and Safeguarding will be hosting the first SENCO Trust Forum on Wednesday 11th October and proposing that each school offer a termly SEN Coffee Morning.
- 4.3 A Trustee asked why the safeguarding concerns score at Knavesmire and Carr Junior were comparatively low. The Executive Officer reported that the Director of SEND and Safeguarding had confirmed that Knavesmire was due to demographic, their numbers had historically been relatively low, and they have a Wellbeing Mentor in place who supports pupils in house and liaises with families. Knavesmire have no pupils on Child Protection or Child in Need Plans currently. Carr Junior also have their own support worker who liaises with families and refers to external agencies when required. Carr Junior currently has one child on a Child Protection Plan and five at Child in Need. Reports are run each Friday from CPOMS and sent to the Designated Safeguarding Lead and Headteacher for them to quality assure accuracy.
- 4.4 A Trustee asked if the students in Inspire will have access to GCSE courses. The CEO confirmed they would and explained that the concept of Inspire was to address the reasons students are there, personal development and educating for their next destination along with the need to retain academic rigour.
- 4.5 The CEO provided an update on Inspire which was currently based in three portacabins while the building works, which are due to complete after half term, are completed. KS4 settled well but KS3 needed more time to settle. The staff have made a great start and when the building is ready an application to be an independent school will be submitted.
- 4.6 A Trustee asked if there was a correlation between absenteeism and SEND. The CEO confirmed there was but there was no gender split trend. Year 11 SEND attendance at York High was 67%.
- 4.7 A Trustee requested information on the process / journey of SEND identification and provision.
- 4.8 **Action:** Director of SEND and Safeguarding to run a SEND session for trustees and governors.
- 4.9 A Trustee noted that attendance at Inspire was better than York High which suggested it was having an impact.
- 4.10 A Trustee suggested that it would be useful to have parent voice from sessions such as the SEND coffee mornings. The CEO confirmed that there was parent voice from events which was generally very positive feedback.
- 4.11 A Trustee questioned the difference between the number of reported incidents of harmful sexual behaviour at the secondary schools. The CEO explained that there had recently been awareness training at York High which tends to trigger a reporting spike.
- 4.12 **Resolution:** Pat Boyle was appointed as the trustee to monitor the effectiveness of the Child Protection and Safeguarding Policy in conjunction with the Director of SEN and Safeguarding and full governing board.

5 HEALTH AND SAFETY / ESTATES UPDATE (previously issued)

- 5.1 Trustees recorded thanks to the Director of Estates for the reports and noted the work done last term around RAAC and asbestos had put the Trust in a good position to open with confidence in September 2023.
- 5.2 The CFO highlighted work done to remove all high-risk elements of asbestos and implement new asbestos plans and registers.
- 5.3 Trustees noted that the role of Director of Estates had enabled the Trust to be in strong estates position.

6 GOVERNANCE REFORM

Scarcroft (previously issued)

- 6.1 The Chair noted that since the last formal board meeting a process was undertaken under the governor code of conduct and a final warning had been issued to a member of the Scarcroft LGB. Following this, the majority of the Scarcroft LGB then tendered their resignations.
- 6.2 It was recorded that the Trust Board had taken on interim governance of Scarcroft, and the CEO provided the Pulse Report for the school.
- 6.3 A Trustee raised questions to be picked up offline on Teaching Assistant hours / posts and the Behaviour Policy.
- 6.4 Trustees discussed the options for Scarcroft governance.
- 6.5 A Trustee noted the need to consider financial restrictions on enabling the best people to participate in governance and that it should be reflected in the Expenses Policy.
- 6.6 **Resolution:** Trustee agreed to provide a proposal to Woodthorpe LGB to establish a joint Woodthorpe and Scarcroft LGB model for Woodthorpe governors to take a decision. The Chair confirmed that if a joint board was agreed this would be kept under review with a point of reflection.
- 6.7 Trustees agreed that the plan b option was to implement an interim LGB with interim chairing arrangements and a phased movement into a full LGB.
- 6.8 **Resolution:** Trustees ratified the Scarcroft RSHE Policy to go forward for parental consultation.

Governance Review

- 6.9 Mr Bennett suggested that it was a good point for the Trust to reflect on governance and proposed a root and branch review of governance in the Trust using the Chartered Governance Institute framework starting with the Governance Maturity Matrix as a point of self-assessment.
- 6.10 A Trustee suggested engaging an objective third party possibly through the CST or NGA. A trustee noted the need to consider who to engage and suggested that the governance model should be closer to the private sector.

- 6.11 A Trustee suggested that the Board should be receiving one risk register covering a holistic view of the risks across the Trust mapped against the Trust strategic objectives.
- 6.12 **Action:** It was agreed for Mr Bennett to develop a governance review working party and identify an external body / consultant.

7 EDUCATION AND STANDARDS COMMITTEE REPORT

- 7.1 The Committee Chair noted that the meeting had not been quorate and that discussion focused on outcomes and attendance.
- 7.2 KS2 outcomes were strong. Areas reported for Trust focus were around English (primary writing, KS3 and KS4 English) and driving standards up in basics for English and Maths. The appointment of a Director of English would drive that work forward.
- 7.3 A Trustee asked if the outcomes at secondary level reflected national. The CEO confirmed that nationally outcomes returned to expectations pre covid and SB MAT schools had broadly held their outcomes whereas other local schools didn't.
- 7.4 A Trustee asked for an update on Progress 8. The CEO reported that Millthorpe was reporting a -0.1 P8 and York High School -0.5, both of which are broadly similar to last year. The validated data would be published in November 2023.

8 FINANCE UPDATE

Monitoring (previously issued)

- 8.1 The CFO reported that the £144k in year deficit was higher than the revised budget projection mainly due to; supply staff costs (including for maternity leave and staff absence through general illness), a closing pension deficit on a contract that came to an end that had not been anticipated and recouping of unused National Tutoring Funding.
- 8.2 A Trustee noted that the deficit was greater than the revised budget but was a significantly better position than the start of the year budget.
- 8.3 A Trustee asked if the budget would be impacted by the DfE per pupil funding news. The CFO confirmed that it would impact next academic year. There had also been a slight reduction on anticipated pupil numbers which will be confirmed after census in October. These updates will be built into the budget modelling.

Risk Register

- 8.4 The CFO confirmed that there had been no substantive changes to the Risk Register and trustees noted the work planned on developing the risk register.
- 8.5 The CFO reported that site staff were completing an IOSH (Institute of Occupational Safety and Health) course to support identification and rating of risk.

9 TRUSTEE BUSINESS

Committee Membership (previously issued)

9.1 **Resolution:** Trustees agreed the below committee membership:

Finance, Audit & Risk	Education and Standards
Rob Bennett (Chair) Donna Smith David O'Brien Frankie Haynes Trevor Charlton (governor)	Martyn Sibley (Chair) Ian Wiggins Pat Boyle Bethan Ellis Natalie Wong Gemma Lowe

9.2 **Action:** Chair to write to Chairs of Governors to ask for any potential governor representatives for committees.

9.3 A Trustee proposed developing a Nominations Committee to include focus on succession planning for Trust Board, LGB, Central Team and Senior Leadership Team.

Committee Terms of Reference

Education and Standards (previously issued)

9.4 **Resolution:** Trustees approved the Education and Standards Committee Terms of Reference.

9.5 It was noted that there were additional changes to be brought back to the December meeting.

Finance, Audit and Risk (previously issued)

9.6 **Resolution:** Trustees approved the Finance, Audit and Risk Committee Terms of Reference and delegated authority for minor edits to the CFO to reflect current policy / practice.

Remuneration (previously issued)

9.7 Circulated for information and terms of reference will be brought to the December meeting.

Scheme of Delegation (previously issued)

9.8 The CEO explained the standard practice for less staff to be on a board of a school where there are fewer than 150 pupils/students.

9.9 A Trustee questioned the proposed staff / non-staff ratio for a joint LGB.

9.10 It was clarified that the CEO performance management will be updated from Chair of Trustees to Remuneration Committee when the committee is established.

9.11 **Resolution:** Trustees agreed the Scheme of Delegation to support the potential use of a joint LGB pending clarification of recommended numbers in each category for a joint board and 'trust' be changed to 'Trust Board' where decisions are taken by trustees.

Trustee Training Record (previously issued)

9.12 The Chair of Trustees asked trustees to engage with the required training.

9.13 The Chair of Trustees asked for a trustee volunteer to coordinate training.

Trustee / Governor Training Expectations (previously issued)

9.14 **Resolution:** Trustees agreed the training expectation proposal including Data Protection GDPR training.

9.15 The Chair noted that an induction plan for new trustees had been developed.

Vice Chair

9.16 Mr Sibley was stepping down as Vice Chair and the Chair invited trustees to contact him directly if they had an interest in the Vice Chair position.

10 LGB BUSINESS

Matters from LGB

10.1 **Action:** In response to the request from Carr Junior governors the CEO agreed to run a trust data system information session for governors after checkpoint 1 data is submitted.

LGB Appointments and Resignations (previously issued)

10.2 **Resolution:** Trustees approved the governor and Chair appointments and noted the resignations.

11 MINUTES OF PREVIOUS MEETINGS (previously issued)

11.1 The minutes of the 18th July 2023 meeting were agreed as an accurate record of the meeting and approved.

11.2 The confidential minutes of the 18th July 2023 meeting were agreed as an accurate record of the meeting and approved.

11.3 The confidential minutes of the 8th August 2023 extraordinary meeting were agreed as an accurate record of the meeting and approved.

Matters Arising and Action Plan

11.4 There were no matters arising and the action plan was updated.

12 POLICIES

Governor Elections Policy (previously issued)

12.1 **Resolution:** Trustees approved the Governor Election Policy.

Policy Delegation

12.2 There was no policy delegation.

13 POLICIES FOR RATIFICATION – PREVIOUSLY APPROVED BY E MAIL

Low Level Safeguarding Concerns Policy (previously issued)

13.1 **Resolution:** Trustees ratified the approval of the Low Level Safeguarding Concerns Policy.

Child Protection and Safeguarding Policy (previously issued)

13.2 **Resolution:** Trustees ratified the approval of the Child Protection and Safeguarding Policy.

Recruitment Policy (previously issued)

13.3 **Resolution:** Trustees ratified the approval of the Recruitment Policy.

14 ANY OTHER BUSINESS

14.1 There were no items of AOB.

15 POST MEETING LEARNING WALK

15.1 Following the meeting trustees went on a learning walk around Millthorpe School.

16 FUTURE MEETING DATES (previously issued)

16.1 **Action:** Clerk to survey trustees on change of days and times of committee meetings.

The meeting closed at 12.15pm.

Meeting Decisions
Pat Boyle appointed as the trustee to monitor the effectiveness of the Child Protection and Safeguarding Policy in conjunction with the Director of SEN and Safeguarding and full governing board.
Trustee agreed to provide a proposal to Woodthorpe LGB to establish a joint LGB.
Trustees ratified the Scarcroft RSHE Policy to go forward for parental consultation.
Trustees agreed the committee membership.
Trustees approved the Education and Standards Committee Terms of Reference and the Finance, Audit and Risk Committee Terms of Reference.
Trustees agreed the Scheme of Delegation.
Trustees agreed the training expectation proposal including Data Protection GDPR training.
Trustees approved the governor and Chair appointments.
Trustees approved the 18 July 2023 and 8 August 2023 meeting minutes.
Trustees approved the following policies: Governor Election Policy Low Level Safeguarding Concerns Policy Child Protection and Safeguarding Policy Recruitment Policy.

18th July 2023

Item	By	Action	Date
4.13	Clerk / EO	Clerk to liaise with the Executive Officer to develop a skeleton agenda / schedule of business.	Sep 2023
1.2 Conf	Chair	Develop a CEO performance and pay review framework and process for 2023/24. <i>9/10/23: To be included on the December meeting.</i>	Autumn 2023

9th October 2023

Item	By	Action	Date
3.16	CEO	Circulate additional reading material on attendance.	Oct 2023
4.8	Dir S&S	Run a SEND session for trustees and governors.	Autumn 2023
6.12	Rob Bennett	Develop a governance review working party and identify an external body / consultant to provide an external view.	Autumn 2023
7.6	Clerk	Circulate the draft Education and Standards Committee draft minutes.	Complete
9.2	Chair	Write to Chairs of Governors to ask for any potential governor representatives for committees.	Oct 2023
10.1	CEO	Run a trust data system information session for governors after checkpoint 1 data is submitted.	Dec 2023
16.1	Clerk	Survey trustees on change of days and times of committee meetings.	Oct 2023

Approved at Trust Board on 4th December 2023.

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Trust Board Approval