

**The Heath Family (NW) Multi Academy Trust**  
**Minutes of the MAT Board meeting held on**  
**Thursday, 10<sup>th</sup> March 2016 at 9.00 am**

<u>Present:</u> Peter Cook, Sarah Galbraith, David Cooper, Stephen Dewhurst, Heather Mullaney, Rob Pritchard, Jane Ainsworth		<u>Apologies:</u> Alicia Parry, Wendy Heap, Kris Billington		Non attenders:	
<u>In Attendance:</u> Jason Fraser					
					Clerk: Trish Roberts
<b>Items</b>	<b>Discussion</b>	<b>Action</b>	<b>Who</b>	<b>When</b>	<b>Notes</b>
<b>1. Introductions and welcome</b>	<p>Peter Cook welcomed everyone to the meeting and introduced Sarah Galbraith (new Board Member). Sarah gave the Board a brief résumé of her experience/skills.</p> <p>Jason Fraser had asked the Board if he could attend at the beginning of the meeting, so that he could give a brief report on the incident that occurred at SWS and events that have happened since.</p> <p>A playground fight occurred between 6 students (White British &amp; Slovakian). The fight was handled in the correct manner, following normal school protocol. Some adult male Slovaks turned up at school and the police were called. There was an escalation overnight on social media (Facebook) with regard to race tension in the community. Following this a petition was started on Facebook demanding the resignation of Jason, and there were rumours regarding Police cover ups. The stories being put across on social media were untrue. Attendance dipped during the first couple of days following the incident, but once parents realised that there was no substance to the stories, attendance went back up to normal by the Monday. Local media picked up on the story, quickly followed by the National press. Hill Dickinson put Jason in touch with a PR Company in London, who helped the school to manage all local and</p>				

	<p>national media, and Jason worked with the Police to identify families.</p> <p>Following these events, the school received an Ofsted, no notice inspection, which was conducted by two HMIs. HM supported Jason at SWS during the inspection, and noted that apart from the small group of students who were venting their unacceptable behaviour towards the inspectors, the rest of the school showed no difference in comparison to the everyday learning environment. The inspectors only concentrated on the small group and did not seem to give an opportunity for staff to explain what was going on, and that in normal circumstances none of the students would be displaying this sort of behaviour. As a result of their findings on day one, the HMIs decided that they needed to move it to a full inspection. Again the inspectors concentrated on the behaviour of this small group of students and as a result the school was moved into RI (Requires Improvement). Jason said that although the Ofsted report/RI judgement is incredibly disappointing the school is building on its many strengths, and feels that the school is in a stronger place now, than when it was graded Good.</p> <p><b><i>Q: Can this judgement be challenged?</i></b> <b><i>A: No, it is the opinion of the inspectors so it has to stand. The school has pragmatically accepted the judgement but a letter of concern has been written/sent to Ofsted.</i></b></p> <p>Jason reported that he is not the only person facing attention across the town and he therefore has briefed Primary and Secondary Headteachers regarding primary/secondary engagement. Jason is also working closely with Cheshire East and the Police with regards to "Prevent" issues.</p> <p>Jason and the school have received lots of messages of support/encouragement from parents, including really positive comments made at Parents' Evening last night.</p>				
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	<p>There is a lot of understanding in the town that there are no grounds in reality, in relation to the stories/rumours.</p> <p>The school has run as normal during the whole time, including putting on plays/shows, celebration evening and sports events. The school is also building up new partnerships within the community.</p> <p>P Cook said that the staff should be congratulated on how they have handled what must have been an extremely stressful situation, in which they must have been under a lot of provocation; and it was also good to see that the school has not been blown off course as a result of it.</p> <p>S Dewhurst drew the Board members attention to the additional legal costs that SWS have/will incur, in relation to the work that Hill Dickinson/PR company have carried out. These costs could not have been foreseen by the school and have therefore not been budgeted for.</p> <p>Jason stated that the support he has received from Hill Dickinson has been excellent and good value for money. H Mullaney also stated that there was a monumental shift in the Mirror's newspaper report following the letter that Hill Dickinson sent to them.</p> <p>Following further discussion the Board agreed that due to the exceptional circumstances that have led to the additional legal costs, it would be an appropriate use of MAT monies, if they were used to cover all of the legal costs relating to these events, plus any future costs that are linked to it.</p> <p><b>RESOLUTION: MAT to pay any Legal Costs that have been/will be incurred by SWS in relation to the playground fight and events that followed.</b></p>				
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<p><b>2. To receive/ratify:</b></p> <p><b>Minutes from the MAT Board meeting held on 12<sup>th</sup> November 2015</b></p>	<p>Following discussion the minutes were accepted as a true record.</p>				
<p><b>3. To review:</b></p> <p><b>Matters arising not included on the Agenda (to include Policies)</b></p>	<p><b>Matters Arising from minutes:</b></p> <p><b>Item 2</b> Levels of Documentation – this is ongoing, C Parkinson is looking into a solution.</p> <p><b>Item 3</b> Catering FSM figures – S Dewhurst reported that the overspend shown on the FSM figures had been caused by an accounting error; instead of expenditure being allocated across several cost centres it had been allocated only to the FSM cost centre. This will have been put right by SWS before the end of year accounts were audited by Howard Worth.</p> <p>Values &amp; Aims Document – the document has been amended and sent out to all schools.</p> <p>Further investigation re RPA and the administration of medicines – nothing further to report at this time.</p> <p>Suite of Family Friendly policies – Board members received draft copies of the policies, but they did not contain pay amounts. HM has sought further advice from Hill Dickinson and they have said that we should initially go with the statutory minimum. Board members agreed.</p> <p><b>Item 10</b> Performance Reviews &amp; Targets (Principals) – Trish has received a Trust copy of Principals PM Reviews from all schools.</p>				

	<p><b>Item 16</b>  Pecuniary Interest Forms – Trish has received signed forms from all Board members. A form will need to be emailed to our new Board Member, Sarah Galbraith.</p> <p><b>Policies</b>  Complaints Procedure – HM explained that following guidance received from the DfE regarding good practice, and in conjunction with model policies from Optimus Education, an updated Complaints Procedure and Complainants Policy had been produced. Following discussion the Board agreed that both policies should be adopted.</p> <p><b>RESOLUTION: Complaints Procedure and Complainants Policy were agreed and adopted by The Heath Family MAT Board on 10.03.16</b></p>	Pecuniary Interest form to be emailed to Sarah Galbraith.	Trish Roberts	ASAP	
<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>AIP Report – None</p> <p>FGB Minutes – 08.10.15 &amp; 22.10.15</p> <p>Finance Minutes – 08.10.15 &amp; 19.11.15</p>	<p>Jane Ainsworth reported:</p> <ul style="list-style-type: none"> <li>Completed Ofsted Framework training.</li> <li>Currently working on gaining Governor Mark accreditation. A meeting has taken place with Clive Hurren where he gave Governors an overview of what the process entails, and also highlighted which areas need to be focussed on. The application will take approx. 2-3 months to complete; Governors have to choose an area of focus, and then provide evidence of the impact of Governor involvement has had within that focus area.</li> </ul> <p>Discussion followed regarding when schools within the Trust could expect Ofsted to come in.</p> <p>THS – as The Heath was judged Outstanding by Ofsted at its last Section 5 inspection, it is classed as exempt. But, if Ofsted become concerned for any reason they could decide to conduct a no notice 1 day inspection, therefore we need to be ready for it.</p>				

	<p>SWS – see report in Item 1.</p> <p>BWP – Ofsted are due to visit 3 years after the date of conversion (conversion date 01.04.14)</p> <p>LHS – Ofsted are due to visit 3 years after the date of conversion (conversion date 01.03.15)</p> <ul style="list-style-type: none"> <li>• Jane Ainsworth (CoG) has applied and been appointed as an NLG.</li> <li>• Jamie Jardine (Principal) has applied and been appointed as an NLE.</li> </ul> <p><b>Q: Who wrote the minutes; the clerk needs to be shown as in attendance. It's not just The Heath minutes that this issue applies to.</b></p> <p><b>A: Apologies were expressed and CoG's will request that this happens in future.</b></p> <p>Peter Cook thanked Jane for her report.</p>				
<p><b>5. To receive:</b></p> <p><b>Sir William Stanier Community School SIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p> <p>AIP Report – 24.02.16</p> <p>FGB Minutes – 12.10.15</p>	<p>David Cooper reported:</p> <ul style="list-style-type: none"> <li>• Following the incident/events that occurred at SWS, it came to light that a member of the Governing Body had added their name to the petition to remove the Principal. DC stated that this is totally unacceptable, but feels that he needs to seek further advice so that the issue is handled in the correct way, thereby avoiding any additional problems. It was also suggested by the Board that any response to the Governor in question should come from the MAT and not the school.</li> </ul>				

<p>Strand 4 – Leadership &amp; Management Minutes – 28.09.15 &amp; 23.11.15</p>	<p>Discussion ensued and the following was agreed: MAT Governor Code of Conduct to be produced</p> <p>Declaration of Interests - when completing forms it is essential that all educationalists declare their links to other schools.</p> <ul style="list-style-type: none"> <li>• A letter has been sent to Ofsted following the recent inspection.</li> <li>• Jason Fraser is in the process of developing a behaviour unit at SWS (STAR Academy). The idea is that this provision will become a standalone academy which will work with/support students that are disruptive within the mainstream environment. As a result of this initiative attendance and behaviour within mainstream has improved.</li> <li>• Inspection – nothing was taken into account. They concentrated on small pockets of poor behaviour, and not on the positives.</li> <li>• AIP report – very positive</li> </ul> <p>Peter Cook thanked David for his report.</p>	<p>Draft MAT Governor Code of Conduct to be brought to the next MAT Board meeting.</p>	<p>Heather Mullaney</p>	<p>09.06.16</p>	
<p><b>6. To receive:</b></p> <p><b>Bridgewater Park Primary School SIP Report &amp; Full Governing Body Minutes (plus any actions). Documents formally received by the Board:</b></p>	<p>Jane Ainsworth reported:</p> <ul style="list-style-type: none"> <li>• Looking to expand the present Governing Body as there has been one occasion where the Full Governing Body meeting had to be cancelled due to being inquorate.</li> <li>• Skills Audit also needs to be completed.</li> <li>• Due to staffing issues in EYFS, two classes have had to be merged.</li> <li>• Raise online training has taken place. The governors felt that although it was a very intensive meeting it was extremely beneficial and the report was positive.</li> </ul>				

<p>AIP Report – 20.01.16</p> <p>FGB Minutes – 28.09.15, 09.11.15 &amp; 07.12.15</p>	<p><b>Q: In PART II minutes dated 28.09.15 it states that the Business Manager proposed an audit of Premises Management provision, looking at external contracts with an aim to save money and get value for money. Shouldn't this be co-ordinated through the MAT?</b></p> <p><b>A: Yes, S Dewhurst will speak to the Primary Business Manager about this issue.</b></p> <ul style="list-style-type: none"> <li>• There has been a recent change to the Maths curriculum at BWP. We are now using the Singapore Maths programme of study.</li> </ul> <p>The features of Singapore Maths are:</p> <ul style="list-style-type: none"> <li>* Emphasis on problem solving and comprehension, which allows the children to relate what they learn and to connect knowledge</li> <li>* Careful scaffolding of core competencies of : <ul style="list-style-type: none"> <li>○ visualisation, as a platform for comprehension</li> <li>○ mental strategies, to develop decision making abilities</li> <li>○ pattern recognition, to support the ability to make connections and generalise</li> </ul> </li> <li>* Emphasis on the foundations for learning and not on the content itself so children learn to think mathematically as opposed to merely reciting formulas or procedures.</li> </ul> <p>Peter Cook thanked Jane for her report.</p>				
<p><b>7. To receive:</b></p> <p><b>Litherland High School SIP Report &amp; Full Governing Body Minutes (plus any actions). Documents</b></p>	<p>Rob Pritchard reported:</p> <ul style="list-style-type: none"> <li>• AIP Reports – the reports are very positive and paint a picture of progress, but there is still a lot of work to do.</li> <li>• Staffing Restructure – in future we are looking to match skill sets with the classes being taught, ie</li> </ul>				

<p><b>formally received by the Board:</b></p> <p>AIP Report – 19.11.15 30.09.15 (English Review) 04.02.16 (Pupil Premium)</p> <p>FGB Minutes – 21.10.15 &amp; 02.12.15</p> <p>Finance Minutes – 07.10.15 &amp; 18.11.15</p>	<p>teachers allocated to subjects/classes they have their specialism in.</p> <ul style="list-style-type: none"> <li>• Behaviour – one complaint is being looked into at present. Concerns regarding Leadership Structure and the uneven spread of behavioural/ disciplinary issues being picked up by members of the Senior Leadership Team.</li> <li>• Progress 8 – latest data trawl puts LHS above floor. It shows progress of students in all subjects not just focussing on English &amp; Maths. LHS has made significant improvement over the past months, but the full benefits will not be apparent for about 18 months.</li> <li>• Rob applied to become an NLG but was unsuccessful on this occasion (the reason being they felt he had not been in the role of CoG for long enough).</li> <li>• A Governor has been asked to resign as they have had problems attending meetings. RP has begun the process of appointing a new Governor.</li> </ul> <p>Peter Cook thanked Rob for his report.</p>				
<p><b>8. Finance Update</b></p>	<p>The board received the following financial reports</p> <p>YTD – February 2016 – Consolidated MAT Income/Expenditure to February 2016 THS Income/Expenditure to February 2016 SWS Income/Expenditure to February 2016 BWP Income/Expenditure to February 2016 LHS Income/Expenditure to February 2016</p> <p>Following discussion it was agreed that the Board will only receive the consolidated reports in future meetings. The itemised I/E reports will go to Local Governing Bodies for discussion.</p>				

	<p>The board also received copies of the following audit documents:</p> <ul style="list-style-type: none"><li>THF Management Letter – Y/E 31.08.15</li><li>THF Financial Statements – Y/E 31.08.15</li></ul> <p>Stephen reported:</p> <p>Key Issues relating to the audit documents were as follows:</p> <p>The difference between these figures and the 14/15 figures is due to the addition of Litherland High School.</p> <p>Pension Liabilities will increase next year. Knowsley Park is a member of the Knowsley Pension Scheme.</p> <p>Related Party Disclosures (Page 45, Section 20 – Financial Statements): this issue was regarding the amount of business THF has conducted with SOG and Hill Dickinson during financial year 14/15. Anybody with more than 20% stake in a company that we do business with need to invoice at cost. S Dewhurst stated that the Governors referred to in the report were appointed after any of the contracts were signed. Discussion ensued regarding following good practice in relation to building a wide and varied skill set within the MAT Board.</p> <p>Key issues relating to the finance documents were as follows:</p> <p>All overall carry forwards, at this point, are higher than expected, except for SWS. One reason for this may be issues relating to maternity cover distorting the figures. S Dewhurst to discuss this further with the Secondary Business Manager and report back. Also the Principal has been to JCNC regarding the proposed staffing restructure which is as a result of the reduced curriculum offer. The same procedures will be used as per the LHS staffing restructuring process.</p>				
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	<p>Craig Parkinson has been appointed Chief Operating Officer for THF. S Dewhurst will be retiring at the end of Summer term 2016; C Parkinson will work alongside him until this time.</p> <p>Supply Costs/ Staff Insurance – current supply costs are quite high and therefore S Dewhurst and C Parkinson will investigate to find out if there are any benefits for either individual schools or MAT wide regarding taking up staff insurance.</p> <p>Following further discussion it was agreed that it is unfair to judge schools on the first six months, as spending is always higher during this period, than in the second half of the year.</p>				
<p><b>9. MAT Future Expansion/ Sponsorship (to include reports on Knowsley Park &amp; Palace Fields)</b></p>	<p>Heather Mullaney reported:</p> <p><b>Knowsley Park (The Prescott School)</b> Knowsley Park’s conversion date is set for 01.04.16; at this point the name of the school will change to The Prescott School. Following advice from the EFA/DfE, the rebranding will be in place after the Easter period.</p> <p>There has been a delay in the conversion process due to Knowsley Park occupying a PFI building.</p> <p>There is also a building on the grounds, that is not PFI, and the decision has been made for THF to take this on as well; future thinking is that it could be developed into a MAT Alternative Provision, similar to that at SWS.</p> <p>The TUPE process has finished; the consultation was positive. Currently numbers for next year’s Year 7 are up by 30+ on last year.</p> <p>If everything is not in place ready for conversion date of 01.04.16, the date will be put back to May 16.</p>				

	<p>There has been a successful application for funding from the Northern Fund (£15K) re helping to support schools to bring about Educational Improvement.</p> <p>H Mullaney has been asked to be a part of a Knowsley Commission. She will be attending meetings with the Regional Schools Commissioner and other MATs within Knowsley Borough.</p> <p><b>Palace Fields Academy</b> H Mullaney explained the background as to how THF had become involved with Palace Fields; she then went on to explain the current position:</p> <p>C Parkinson will be completing the financial Due Diligence and A Williams (seconded Principal) will be completing the educational Due Diligence. It is already known that staffing restructuring will need to take place. H Mullaney explained to the Board the issues around the Day Care Centre that is set up on the school site.</p> <p>The consultation process for Palace Fields has begun; the meeting is to take place on 29<sup>th</sup> March. A website has been created so that communication links are evident for all stakeholders involved.</p> <p><b>RESOLUTION:</b> The board passed a resolution to formally accept Palace Fields Academy into The Heath Family (NW) subject to the due diligences.</p> <p><b>Future Expansion/Sponsorship</b> H Mullaney reported that the Executive Leadership Team are involved in looking at developing local school hubs. The first step is to invite local primary schools to an information evening at each of the 3 secondary schools within the MAT, which will provide an opportunity to explain what is involved in relation to becoming part of a MAT and also to answer any questions that the primaries may have about the process.</p>				
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<p><b>10. Update on The Heath Building</b></p>	<p>Heather Mullaney reported:</p> <ul style="list-style-type: none"> <li>• The EFA/Carillion have signed off the financial elements.</li> <li>• Client engagement meetings are now taking place.</li> <li>• Consultative regarding the reduction in PAN has taken place.</li> <li>• Planning application should go in next week; if all is well contracts should be signed at the end of July.</li> </ul>				
<p><b>11. Review MAT Self Evaluation Review</b></p>	<p>It agreed to focus on the areas in Red of Amber/Red.</p> <p>The first two items of focus will be:</p> <p>1.5 – The extent to which the Trust provides additional learning opportunities and enrichment to pupils</p> <p>3.1 – The rate of improvement of the Trust’s Academies</p> <p>LGB’s to be asked to complete a similar Self Evaluation Review in terms of local governance.</p>	<p>Each school to be asked to report on enrichment opportunities offered to their students/children (2 sides of A4).</p> <p>Matrix to be drawn up in order to report headline figures in terms of Attendance, Exclusions etc</p> <p>Link to Governors Self Evaluation review to be sent to CoG’s</p>	<p>CoG</p> <p>Clerk</p>	<p>ASAP so that reports can be provided for the next MAT Board meeting on 09.06.16.</p> <p>ASAP</p> <p>ASAP</p>	
<p><b>12. Review MAT Strategic Business Plan</b></p>	<p>The Board received an updated copy of The Heath Family Strategic Business plan and H Mullaney explained the changes/amendments that have been made to the document.</p> <p>P Cook stated that he liked the concept of the Executive Leadership Group; it brings everyone together as part of</p>				

	the team, steering the MAT towards success / improvement, ensuring everyone knows what is happening and that they are seen as an important part of the decision making process.				
<b>13. The Heath Family School Improvement Document/Corporate Plan</b>	<p>The Board received an updated copy of The Heath Family Framework document.</p> <p>Discussion moved onto ways of improving electronic communication across the Trust, ie whether there was a way of setting up a secure website which could be accessed by all Board members, governors and staff, with differing levels of access dependent on your role. C Parkinson to investigate.</p>				
<b>14. Executive Principal Mid Term Performance Review Update</b>	<p>Peter Cook reported:</p> <p>The Executive Principal's mid-term review took place on 25.02.16. P Cook reported that H Mullaney provided evidence of what she has completed so far, and also updated him on what needs to be done in the remaining weeks of term. The final PM meeting for this term is due to take place in July and our external advisor, Maureen Haddock, will also be in attendance.</p>				
<b>15. AoB</b>	P Cook reported that one of the Members of the Board has indicated their intention to resign. Therefore there is a need to appoint another 1 or possibly 2 new Members.				
<b>16. Date of Next Meeting</b>	The date of next meeting of the MAT Board is Thursday 9 <sup>th</sup> June 2016, 9-11 am. At the meeting it was agreed that the venue of the next meeting would be Palace Fields Primary Academy, unfortunately the school is still on Half Term holiday at this date and therefore the venue will revert back to The Heath School, Runcorn.				

Meeting closed at 11.15 am