

Minutes of the Meeting of the Board of Trustees of Batley Multi Academy Trust

Held at Batley Girls' High School on Thursday 7 December 2017 at 6.30pm

Part A

PRESENT: Mr Siraj Mayet (Chair), Mrs Ellen Loughhead JP (Vice-Chair), Ms Julie Haigh, Ms Nadia Hussain, Mrs Mandy Kennedy, Mrs Pam Pickles, Ms Hilary Towers-Islam, Ms Sam Vickers

IN ATTENDANCE: Mr Alan Brown, Company Secretary; Mr David Cooper, Co-Head; Mrs Karen Sturgeon, Clerk

635. Apologies for Absence, Consent and Declarations of Interest

Apologies had been received from Claire Geisler and Jeremy Townend with consent.

636. Chair's Welcome

The Chair welcomed everyone to this AGM and meeting of the Board of Trustees.

637. Representation

The Chair asked Trustees for their approval of Ms Trude Feiwles a Co-Opted Trustee with effect from 7 December 2017.

IT WAS RESOLVED by the Trustees that Ms Trude Feiwles was appointed as a Co-Opted Trustee with effect from 7 December 2017

638. To Confirm Protocols on Apologies and Consent to Absence

As an annual requirement **IT WAS RESOLVED** by the Board to continue to grant Consent to Absence where good reason has been given.

639. Completion of Declaration of Interest Forms by Trustees

Forms were circulated by the Clerk to be completed by Trustees who had not yet submitted a declaration for this year. All outstanding forms were completed and returned by the end of the meeting.

640. Minutes of Meetings

Board of Trustees held on 12 October 2017 - **IT WAS AGREED** by Trustees that the Minutes should be approved as a true record.

641. Policies for Approval

- Accounting Policy
- Admissions 2019-2020
- BMAT Intimate Care Policy
- BMAT Safeguarding Policy
- Charging and Remissions Policy
- Credit Card Policy
- Finance Policy and Procedures
- Gifts and Hospitality Policy
- Lettings Policy
- LGPF Discretion Statement
- Payroll Procedures
- Reserves Policy
- Trustees and Governors' Allowances
- Capability Procedures – These have been approved by staff and the Unions
- Schemes of Delegation – Changed as per last Trustees' meeting

IT WAS AGREED by Trustees that all policies should be approved.

642. Matters Arising

There were no matters arising.

643. Reports to Note

- Minutes of LGB Meetings
- BGHS Co-Heads' Report December 2017
- UBHS Head's Report December 2017

Trustees noted these reports which had been circulated in advance of the meeting.

644. **BMAT Management Team – Business Plan**

Julie Haigh spoke to this item. It was explained that the BMAT Business Plan was based on good practice and was a work in progress.

SV explained that Central Services are used in the evolution of the Academies Plan.

The BMAT is committed to providing the best possible value for money. As a local community MAT we seek to keep costs at a minimum whilst retaining a central reserve that can be deployed to any school within the MAT to support individual developmental needs. Individual schools will retain their own reserves and the Scheme of Delegation will determine the extent that schools have financial autonomy.

Wellbeing Services

The MAT has a solution focused approach to interventions for learners and can offer support, advice and practical help on a range of inclusive practices. The BGHS site employs a Counsellor and Social Worker as part of an extensive wellbeing team which links closely with pastoral and curriculum teams including SEND. BGHS also specialises in the management of complex mental health issues which could benefit MAT partners. UBHS has a specialist ETHOS centre focusing on bespoke alternative provision for learners and high quality, bespoke SEND provision.

We are acutely aware of the importance of supporting our staff and of the benefits to staff, and thereby, the MAT, of providing services to support wellbeing. Our recently increased programme of wellbeing services includes free access to staff exercise sessions (e.g. tennis, yoga, swimming, walking), stress management/mindfulness workshops, free membership of the HSF Health Scheme an on-site gym (UBHS) and access to an Occupational Health Nurse.

Growth of the Central MAT Team

The Central MAT team is able to deliver high quality ‘core functions’ to all schools within the Trust. A Trustee asked how the growth will be managed and JCH stated that capacity was already there and that this was been looked at with regards to future growth.

Risk Management

A question was asked regarding the retention of key staff. JCH explained the MAT has culture of distributed leadership. There is also a responsive and flexible approach to part-time and alternative working hour requests. Colleagues are given plenty of opportunities to develop and the MAT is continuing to build and develop the School Direct Yorkshire Rose Alliance to provide a source of quality staff.

Exceptional Teaching, Learning & Assessment

A question was asked to what the challenges were going to be for outcomes. It was stated that the main challenge was the change in GCSE's to 9-1 grades. This had made staff extremely anxious. However, each school is deploying a growing raft of strategies to include: regular progress exams for all years, targeted intervention when required and bespoke support for individuals. Up to date staff training and staff trained as examiners wherever possible and relevant.

645. BBEST Hub

BGHS and UBHS are members of the BBEST Hub. The MAT has played a strategic role in establishing the hub and in developing effective ways of working across 21 local schools. BBEST works collaboratively to build community cohesion; assist transition at each key stage; develop community and parenting links; work with local charities and voluntary organisations (the Headteacher at UBHS is the Education lead for the More In Common charity organisation); access and deliver a wider range of services and support for families, and to engage various stakeholders in the education of young people to support the economic development of our area.

Supporting Mental Health and Wellbeing Working alongside other hubs in North Kirklees, the Hub has been able to offer over 300 places on 8 courses designed to train practitioners to support the mental health of our young people. These courses include child bereavement, youth mental health first aid, self-belief and growing through games. Every school will have trained staff to support our children.

A website and app are currently being developed and this should be operating soon.

A Trustee had been to every BBEST Hub meeting and said the energy from all the Head teachers was extremely exciting.

646. Strategic Focus

- **Five Themes for Trustees**

Trustees were allocated to each theme and asked to make contact with their corresponding contact on each Local Governing Body.

1. Exceptional Outcomes - Rapid Progress for All – **TF/JT**
2. Exceptional Personal Development, Behaviour and Welfare - Ambition and High Expectations for All – **EL/PP**
3. Exceptional Teaching, Learning and Assessment - Shared Dialogue for Learning and Progress - **HTI**
4. Resilience and Independence - Be the best that you can be – **NH/NA**
5. Exceptional Leadership & management at all Levels - Everyone Leading Learning & Progress – **SM/MK**

- **Strategic Review December 2017**

Our strategic aims were to:

1. Secure best possible outcomes for all the learners/students in our care.

The Outcomes Sub-Committee have monitored standards and outcomes across the MAT and reported to Trustees ensuring they remain strong, where intervention is needed it has been swift and decisive.

2. Develop Governance within the MAT separating Members, Trustees and Governors and ensuring Trustees' skill sets are appropriate to run an effective Trust.

As outlined in the new handbook, overlap between Members, Trustees and Governors has been streamlined. New Trustees and Governors have been recruited with correct skills. Skills audits conducted to inform recruitment. Training needs identified and appropriate courses sourced for Trustees and Governors.

3. Build capacity within the MAT to steadily expand and secure stability in staffing and staff wellbeing.

RSC advice clearly identifies the need to strengthen back office resources before expansion. We have expanded the MAT management team and they now meet and work closely together. A clear business plan is in development.

We have invested energies in sustainable, distributive Middle and Senior Leadership. BGHS, NPQH 3 colleagues. UBHS SLT secondments.

Through SD we have also had greater opportunity to recruit excellent new teachers.

Staff wellbeing and retention is a key focus for LGB's.

4. Ensure the curriculum delivered in schools within the MAT secures high quality outcomes for all students including those who are disadvantaged, delivers breadth and depth, balancing academic rigour with whole person learning and addresses poverty of aspiration.

Curriculum models are strong and continue to evolve. School leaders are proactive and have clear insight into curriculum design that secures the best possible outcomes for Boys and Girls respectively. Successfully navigating educational change and reform has been key.

5. The schools within the Trust work to greater align systems and processes wherever possible.

Greater alignment has been developed with:

- *School development format*
- *SEF format is the same for UBHS & BGHS*
- *Outcomes Sub-Committee style aligned*

- *UPS systems moving to closer alignment*
- *Staffing structures and grading moving to closer alignment*
- *Policies, both for compliance and good practice*
- *Some back office systems are consistent across each school (finance and budget modelling software)*

6. Ensure long term financial viability and invest resources appropriately.

- *Rigid, tested, financial processes and procedures are in place to maintain financial control.*
- *Financial accounts satisfy audit requirements.*
- *Audit recommendations are considered and actioned appropriately.*
- *Budget modelling exercises are carried out to monitor long-term financial positions.*
- *Appropriate actions are taken to meet identified in-year financial issues, as well as the long-term financial position.*
- *Opportunities taken to invest surplus balances to maximise interest receivable.*
- *Insurance levels are appropriate for each school within the trust (RPA).*
- *Use economies of scale, where possible, to access cost savings.*

IT WAS AGREED by Trustees that the Strategic Review should be formally approved.

647. Safeguarding

Ellen Loughhead spoke to this item. It was explained the Jean May would now be the Safeguarding Lead for BGHS. It was noted that UBHS has completed the NSPCC review and this was currently in progress for Healey and BGHS.

648. Trustee Engagement and Communication

- Whole School Careers Convention – Thursday 19 October 2017
- NGA MAT Networking Event – 17 November 2017
- Governors’ Link Work

The Chair thanked all Trustees who have attended various events.

649. Invitations to Forthcoming Events at Batley Girls’ and Upper Batley

- Y11 Mock Interviews – November/December 2017
- Diana Mentoring 2.30-4pm Tuesday 12th December 2017
- East Meets West – 14 December 2017
- Going for Gold day 12-7pm Monday 8th January 2018
- Celebration Evening – 11 January 2018
- Year 11 Mock GCSE results day Wednesday 17th January 2017

- Year 11 Parents Evening 6-8pm Thursday 18th January 2018
- Diana Mentoring Award 2.30-4pm Tuesday 6th February 2018

The Clerk will email all forthcoming events to Trustees.

650. Training and CPD

Trustees were reminded about the NGA and asked to let the Clerk know if they were not receiving the e-newsletter.

19. Dates of Meetings

Spring 2018	Thursday 8 February	Board of Trustees	6.00pm
Summer 2018	Thursday 10 May	Finance & Resources Committee	6.00pm
		Outcomes Committee	7.00pm
	Thursday 21 June	Finance & Resources Committee	7.30pm
	Thursday 5 July	Board of Trustees	6.00pm

651. Any Other Business

IT WAS RESOLVED that all items on the agenda of the Trustees' Meetings are agreed unless questions are raised prior to the meeting.

652. Agenda, Minutes and Related Papers

To determine whether any part of the Agenda, Minutes or related papers should form Part B owing to reasons of confidentiality and therefore be excluded from the copy to be made available at the school, in accordance with the Freedom of Information Act.