

Chatsworth Multi-Academy Trust
Trust Board Meeting
Wednesday 12th June 2019
Minutes

Date: 12th June 2019
 Time: 10.00am – 12:30pm
 Venue: Chatsworth High School and Community College
 Attendance: Jon Ashley (Chair), Francine Brower, Elaine Burfitt, David Deane, Martin Hanbury, Louise Hutchinson, Patrick Johnson, Mr Brendan Murden, Mahesh Patel (Clerk)
 Apologies: John Corker and Ian McKinley

Item	Minutes	Actions / Decisions
1. Apologies and items of AOB	a. <u>Welcome & Apologies</u> <ul style="list-style-type: none"> • Members of the Board introduced themselves. • Apologies were received and consented to from John Corker (JC) and Ian McKinley (IM). b. <u>AOB</u> <ul style="list-style-type: none"> • The meeting agreed that the High School Governors Away Day would be discussed under AOB. c. <u>Confidential Items</u> <ul style="list-style-type: none"> • The Board agreed that the CF Ofsted Report and High School Deputy HT salary would be discussed under AOB and would be minuted separately in confidential minutes. 	a) The Board received and consented to the apologies received from JC and IM. b) The Board agreed the High School Governors Away Day would be discussed under AOB. c) The Board agreed that the High School Deputy HT salary would be discussed under AOB and would be minuted separately in confidential minutes.
2. Register of interests	<ul style="list-style-type: none"> • There were no additions to Trustee and Member previous register of business interests. 	
3. Appointment of the Chair of Trustees	<ul style="list-style-type: none"> • JA informed the Board that he would be stepping down from the role of Chair of the MAT Board. He expressed his gratitude to those he had worked with on the Board for the last three to four years adding that the future was bright for the MAT. • MH thanked JA for his wise guiding hand which had helped to develop the Trust through difficult times and was leaving the MAT in a good place 	a) The Board agreed to elect a new Chair in the autumn term.

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	<p>with strong practice and great results.</p> <ul style="list-style-type: none"> • The Board agreed to include the election of chair on the autumn term agenda. • JA asked for any expressions of interest and for Board Trustees and Members to consider the role. 	
4. Minutes of the meeting held on 27 th March 2019		a) The Board approved the minutes of the meeting held on 27.03.19 as a true and correct record subject to the amendment listed in Minute 5 below.
5. Matters Arising	<ul style="list-style-type: none"> • LH gave an update on Operation Encompass which did not apply to Chatsworth Futures at the moment. • The Board felt this would be applied as adult safeguarding procedures caught up and Police could be asked to include Chatsworth Futures. MH highlighted issues re being “trigger happy” and forms would need to be completed before any issues were considered. • Trustees stated that currently reporting of this nature was not mandatory but school nurse input had raised cases. • Trustees highlighted that the deficit stood out. • Item 9 The Chair and EHT had had a telephone conversation with Vicky Beer not a meeting. • Nothing had been planned yet for the Trustees half away day. This was not to be confused with the Local GB Away Day. • The Chair referred to the table of actions and the challenge questions by trustees which related to Ofsted in the main and how Trustees monitored the Trust. 	
6. Finance Committee	<p>MH gave an update in JC’s absence highlighting:</p> <ul style="list-style-type: none"> • That Trust Finance meetings were out of sync. Usually the meetings took place 2 weeks before the Trust Board Meeting. The next meeting was on 25th June. • There were no issues with procedure for the MAT. • All the required areas will be ready for the final report for the ESFA. • Budgets for CHSCC and CF were both healthy. • Management - There was an in year deficit of £134K which was mostly the HT payment. The 3 year plan was OK and there were reserves of £416K. 	<ul style="list-style-type: none"> a) The final report for the ESFA would be ready on time. b) The Board may wish to instruct staff to look at the business potential of developing its own therapy team. c) The Board may wish to consider Haines Watt to provide elements of the financial management service at a lower cost.

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	<ul style="list-style-type: none"> • CHSCC – there had been some additional costs for building works, a £25K payment to CF and a one off payment to the former HT. • CF – there was an in year balance of £33K and reserves of £66K. • From the finance minutes - final year figures had not yet been received. The ESFA had given CHSCC a clean bill of health. CF had been asked to look at its ordering processes. • The Trust needed to look at its SALT Services, OTs had been paid for at CF. MH highlighted that a significant amount was spent on various therapies across the Trust suggesting that a more cost effective way to deliver these services would be to develop a Chatsworth Therapies Team to work across the Trust. Trustees may wish to challenge staff to scope the business potential of the Trust having its own therapy teams. • There were questions relating to the funding for CF. • VM the SBM was working closely with One Education. There was a concern that the Trust was not getting value for money. The contract was £6K per year. Haines Watts the Trust Auditors could do elements of the work at a lower cost. • MH advised that the new HT could have other ideas therefore any additional expenditure was on hold. • The 3 year plan looked OK. • The Confidential Minute related to the DHT Salary. 	
7. Chatsworth Futures	<p>MH updated the Board on the current position at CF:</p> <ul style="list-style-type: none"> • Following a poor Ofsted inspection in January a number of actions had been taken: <ul style="list-style-type: none"> - A number of strong appointments had been made. - Some staff had left by mutual consent. - There was a good interim staffing structure in place. a. <u>Ofsted Monitoring Visit</u> <ul style="list-style-type: none"> • An Ofsted monitoring visit had taken place 13/14 May with a positive outcome. The draft report had not been shared as it was not a public document yet. Its publication was imminent. A different HMI, a member of the 2 person original inspection team, had undertaken the visit. • The Ofsted Visit was minuted as a confidential item. b. <u>Post Inspection Action Plan</u> <ul style="list-style-type: none"> • V9 of the PIAP had been published and shared with governors at CF. 	<p>Trustees noted:</p> <ol style="list-style-type: none"> a) The CF Update. b) The outcome of the Ofsted Monitoring Visit which had been minuted as a confidential item. c) The PIAP position. d) The position with the recruitment of the Vice Principal

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	<p>c. <u>Recruitment of CF Vice Principal</u></p> <ul style="list-style-type: none"> • The recruitment of the new Vice Principal had commenced with the application deadline set for Friday 14th June. Trustees were welcome to shortlist with the Governors at CF. A big field of candidates was not expected due to the time of year and the current position of CF. • A Plan B was described in this event which would consider the interim appointment of an internal candidate who would develop into the role on the job. • The Chair stated that this reflected well on the growth of staff internally across the MAT. <p>Q. Should there not be a mix of governors and trustees on the interview panel? A. Not for a middle leadership post.</p>	
<p>8. Appointment of HT for CHSCC</p>	<p>LH informed Trustees of the following:</p> <ul style="list-style-type: none"> • That the Local GB at CHSCC had successfully appointed a new HT, Helen Birkenhead. • HB had experience of working with vulnerable school to help improve them from inadequate all the way up to outstanding. She had also met the requirements identified in the SWOT analysis. • 3 candidates had been interviewed over 2 days. The decision had been difficult to make. • LH thanked DD and PJ for supporting the recruitment process. • The Chair asked if HB had resilience, emotional intelligence and credibility. LH replied yes to all of those. • LH added that the HT and DHT had complimentary skills stating they would become a strong partnership, and that morale in school was high. <p>Q. Is there an induction process in place? A. Yes, the induction would commence when HB visits the school on Friday. The LA would support the process and a bespoke package suiting her needs would be agreed.</p> <ul style="list-style-type: none"> • Trustees commented that the first 100 days of leadership were key. Manageable objectives, what she could and could not do and what to 	<p>a) The board noted the CHSCC HT recruitment update.</p>

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	<p>pass onto the DHT were all elements that needed consideration. A complimentary package suiting both the HT and DHT was required.</p> <ul style="list-style-type: none"> The Chair thanked those Trustees that had supported the recruitment process and praised the LA for their involvement. 	
<p>9. Trust Development Plan</p>	<p>a. <u>Plan Update</u> MH updated Trustees highlighting the following:</p> <ul style="list-style-type: none"> The Trust Development Plan had been completed and next year's plan would be more ambitious. Chatsworth Engage (CE) was a new initiative for students leaving CF. There were 13-14 attendees around 23-24 years of age. The group would cater for adults up to 40 years old. The day provision was attracting interest and would be funded through personal budgets which were pooled. Those attending were part of the same community and some had attended school, and, or college together. Some had known each other since they were 2. The Directors were MH, SD and 2 parents. A bid had gone in to the National Lottery for £300K over 3 years to enhance and add to the personal finances of attendees. CE may become a Trust like CF. Once it was financially sound it would be a good option for those leaving CF. <p>Q. Is CE widely known about? A. We are under advertising due to capacity. It's not a secret. We are at 12-14 people registered we want to provide for up to 20 people.</p> <p>Q. You mentioned 40 capacity. When would this be by? A. In 2 years' time.</p> <p>Q. When you say building capacity what does this mean? A. It's possible that from every 250 young people we could get 150 adults. 40 at both CF and CE would be our target.</p> <ul style="list-style-type: none"> Trustees agreed this was an exciting development. LH expressed the need for due diligence through a checklist to ensure CE was in a fit state to join the Trust. MH agreed to add this to the Action Plan. 	<ul style="list-style-type: none"> a) LH expressed the need for due diligence through a checklist to ensure CE was in a fit state to join the Trust. MH agreed to add this to the Action Plan. b) The Free School opportunity needed to be looked at to consider where it fitted into the Trust Pathway. c) The Free School age range needed to be clarified. d) MH to follow up the potential recruitment of the vicar/lawyer onto the Trust Board. e) MH/JA/BM would meet to develop ideas and understanding in the area of robust governance and leadership. f) FB was interested and happy to get involved in applying the Local GB Cycle of Activity developed at CF to the Trust Board. g) The Chair suggested it may be useful to get Governors at CHSCC and CF involved in Board training and development. h) MH agreed to add more governance development areas to the QA Plan. i) The Board agreed to consider an Away Day during the Autumn Term to consider the elements discussed in the QA Plan.

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	<p>Q. are the staff employed by the Trust? A. Yes.</p> <ul style="list-style-type: none"> • A due diligence document would be piloted with CF. <p>b. <u>Free School</u> MH informed Trustees:</p> <ul style="list-style-type: none"> • That the Free School needed to be looked at to consider where it fitted in the Chatsworth Pathway. • The school would be for pupils with Autism and Associated Distress Conditions. • It would be for 50 young people and located at St Luke’s CE Primary in Weaste. • The Trust should be open to the idea of this provision. <p>Q. What is the age range? 11-18? A. I don’t know yet. Possibly open. I’ll need to check.</p> <p>c. <u>Recruitment of Members and Trustees</u></p> <ul style="list-style-type: none"> • Trustees felt it was important to invite the Chair of Governors onto the Trust Board. • Further discussion took place around a potential Trustee who was a Vicar and a Lawyer who was already a Chair. <p>d. <u>Trust wide QA Process.</u></p> <ul style="list-style-type: none"> • LH commented that the document did not have a clear focus on the development of governance across the MAT, and posed the following questions to be considered; <ul style="list-style-type: none"> – Following finance training do we believe we’re strong enough in terms of Trust wide governance? What did Ofsted think? • BM highlighted that he was a Trustee at 2 other charities and that Trustees needed good financial oversight. • As a member he did not know what individual responsibilities members had including what information should be received. • JA added that as Trustees and Members the Board was very well informed but needed to be more proactive and would be criticized for 	

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	<p>this. The plan could be added to by enhancing existing objectives rather than adding new ones. He added that the Audit trail was not clear.</p> <ul style="list-style-type: none"> • BM highlighted that The Trust Board could get ahead of the game to ensure robust governance and leadership was in place. • The Board agreed that MH/JA/BM would meet to develop ideas and understanding in this area. Trustees needed to know about finance and progress. • MH referred to the Local GB Cycle of Activity developed at CF. FB was very interested in this and was happy to get involved. • The Chair stated that there may be opportunities to get governors involved from both CF and CHSCC. • MH agreed to add more governance development areas to the QA Plan. • BM asked for more clarity and focus. When should the 3 meetings per year happen and when should reports on key areas be submitted and shared? As a member he wasn't looking for more work but what should he actually be doing? How can I sign things off with some assurance? • The Chair felt these areas could be covered in a training session with the NGA. • MH outlined that Trustee and Member roles were distant and arm's length. The nature of Chatsworth Members and Trustees was that they wanted to be more involved. Members relied heavily on honesty. • BM wanted clarity on Member liabilities. Were they financially liable? If there was no financial responsibility were Members the conscience of the Board? • MH clarified that financial liability lay with the Trustees. • The Board agreed the next step was an Away Day for the Board in the Autumn Term. 	
10. AOB	<p>a. <u>CHSCC Away Day</u></p> <ul style="list-style-type: none"> • LH informed Trustees that the CHSCC Away Day had been well attended by Governors, • Two new governors had attended with two governors being inducted. • The day included: - the role of governors, members and trustees. <ul style="list-style-type: none"> - A SWOT analysis. - HT Shortlisting - A presentation on the school. - Governor links and a buddy system for new gov. 	a) Trustees noted the Away Day Update.

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CHALLENGE BY THE TRUSTEES – Trustees questions at the Board meeting held on 27.11.18

Item	
4	<p>Q: <i>Has there been a verbal report from the inspection?</i> A: The feedback came from the Lead HMI who trialled electronic evidence capture on this pilot. There was very positive feedback and used “outstanding” terminology. There were no recommendations. Practice was exemplary. Teaching & learning development in relation to the curriculum was highlighted as an area being improved.</p> <p>Q: <i>When reports are received through Operation Encompass, what happens?</i> A: We are in one of 33 police forces. Police phone school’s Dedicated Safeguarding Lead (DSL). She puts in place any support required and is managed confidentially where at all possible. Trauma informed behaviour management processes are used. This dovetails with school’s own safeguarding procedures, for example “having active ears”. The DfE have produced an interim report that covers this.</p>
5.	<p>Q: Has SG been consulted about removal? A: Yes, and she would not want to continue.</p>
7	<p>Q: <i>Have ESFA given an indication they will respond to the request? (regarding enrolling pupils in September 2019)</i> A: An ESFA senior officer will be attending the CF governing board meeting.</p> <p>Q: <i>What about leadership for CF, specifically the recruitment of a new Vice-Principal (VP)?</i> A: The governors are keen to recruit but are awaiting the ESFA decision. The interim VP is in place until early May, with a view to recruiting in the summer, if CF is funded.</p> <p>Q: <i>How many days per week is the interim VP at CF?</i> A: The equivalent of 2 days per week.</p> <p>Q: <i>Will there be many applicants for the VP position?</i> A: That is an unknown at the moment. It will be a challenge and we may have to continue with an interim VP. This will all be reviewed in the light of the funding position and HMI monitoring visit.</p> <p>Q: <i>What about cover for staff who are leaving?</i> A: An experienced teacher will cover on returning to work in the short term – i.e. to Easter.</p> <p>Q: <i>There are two teachers leaving, have they felt supported?</i> A: Yes, they have been supported and it is a mutual and amicable arrangement to leave for one. The other we are supporting with redeployment to continue contributing to the Chatsworth family.</p>

	<p>Q: <i>It is essential we get a quality VP. Would we re-advertise if quality candidates are not forthcoming?</i></p> <p>A: Yes. This would be the decision of the governing board. If we don't get quality candidates the first time we could ask to extend the interim VP and re-advertise.</p> <p>Q: <i>Would only CF governing board members be involved in recruitment or can we bring in an outside person?</i></p> <p>A: If we follow delegation as for CHSCC then MAT Trust Board members would be included. We could also approach NATSEPC for someone to be included. This is a good idea for objectivity.</p>
8	<p>Q: <i>Has there been any feedback from parents now the report is public?</i></p> <p>A: Parents have had a letter about it and CF has had no response from current parents. A prospective parent asked for a visit as their child was adopted and they had to be able to justify the decision to send their child to CF.</p> <p>Q: <i>As it is in the public domain, are we prepared for media interest?</i></p> <p>A: There is a plan in place. If contacted by the media, CF would contact the ESFA for a response and a joint statement would be issued by their press office.</p>