



Holy Family Catholic Multi Academy Company

**Meeting of the MAC Directors
Tuesday 11th July 2017, 6.30pm
Venue: St Benedict's Catholic High School
6th Form, First Floor**

Final Minutes

Members Present

Kayleigh Sterland-Smith (Vice-Chair)
Maretta Pearson
Steve Groves
Tristram Van Lawick
Jane May
Nick Gibson (Exec Director) (-7.48, +8.05pm)
Simon McVeigh (+8.55pm)

The meeting was quorate throughout (5 directors)

Others in attendance

Jane McNally	Headteacher St Gregory's, Stratford Upon Avon
Mark O'Connell	MAC Development and Partnership Manager
Kate Hawkins	Chief Financial Officer
Alannah Bayliss	Interim Head of HR
Kay Buckley	School Administrator, St Mary's Evesham
Sarah Boote-Powell	Assistant Headteacher, St Benedict's (-7.44pm)
Lisa Fryer	Clerk to the Directors Board

Apologies Received

Jackie Smith, Jacqui le Maitre, Teresa Quick, Vicky Robinson
Kay Buckley was attending in the absence of Jackie Smith

The meeting began at 6.45pm.

Procedural

HFC170711.1 Opening Prayer

Nick led the group in a short prayer for our families.

6.46pm The clerk then asked all attendees that were not Directors to leave the meeting briefly.

HFC170711.2 Welcome and Apologies

The clerk informed the Directors that a resignation with immediate effect had been received from Yves Marien with regard to the position of Director and Chair of Directors, and therefore would not be present at that evenings meeting. The clerk informed the Directors that Kayleigh Sterland-Smith would therefore be chairing the meeting as elected Vice-Chair.

6.49pm The clerk asked all other attendees to return to the room, and then informed them of the resignation received.

Apologies had been received from Jackie Smith, Teresa Quick, Vicky Robinson and Jacqui le Maitre. **These were all noted as accepted.**

Jacqui le Maitre had also sent her thanks and appreciation to the MAC for the flowers she had recently received.

HFC170711.3 Declarations of business and pecuniary interest

Vice-Chair asked for any interests to be raised and none were noted.

HFC170711.4 Approval of minutes from previous meetings

It was noted that there was an omission of detail on the main meeting minutes from 16th May 2016. Clerk will update and present back at next Directors meeting.

All confidential minutes from the meeting on 16th May were approved.

All minutes from the meeting on 25th May were all approved.

HFC170711.5 Directors Training – Safeguarding

Sarah Boote-Powell led the Directors through a presentation regarding the expectations, standards and procedures for safeguarding in schools.

Sarah started by referring to the latest documents 'Keeping Children Safe in Education (Sept 2016)', which had been sent out on Monday 10th July. The clerk asked Directors if they had received this copy and all confirmed they had.

The presentation covered the designated safeguard leads and deputy's in schools as well as the Warwickshire Multi Safeguarding Hub. Attention was also drawn to circumstances when the police should be notified immediately. Sarah gave the Directors a thorough explanation of the 4 categories of abuse: neglect, emotional, physical and sexual. She explained how the school had used agencies such as the police to support them in their education of year groups within the school on previous occasions in the past. She also noted for Directors that schools had a responsibility to cover specific safeguarding issues as part of their curriculum now, which included on line

safety.

Sarah worked through some case study examples asking Directors to identify from descriptions which safeguarding issues might be presenting to check their understanding. A copy of the green form 'Logging a concern about a child's safety and welfare' was given to each Director and explained where to find these on each site they might visit. She ended by explaining the whistleblowing process and external contact options that are available and clarified if there were any questions from Directors.

All Directors were reminded that they needed to be wearing their lanyards and ID cards when present on site, and that they could be challenged to present these at any point.

The headteachers present shared some of their experiences and those of other heads in relation to Ofsted visits and inspections to make clear the high level of importance that was put on safeguarding.

There is regular training taking place within schools regarding safeguarding and if any Director should feel they wanted to attend a more detailed session then they should raise this with the clerk.

The Vice-Chair thanked Sarah Boote-Powell for her preparation and time in joining the Directors.

Sarah Boote-Powell left the meeting at 7.44pm

Some Directors had questions regarding how they would know if each school was up to date and it was noted that this should be in the Principals annual report. There was also a discussion about a MAC wide register which Alannah Bayliss agreed to investigate and report back.

HFC170711.6 Headteacher recruitment

A discussion took place on the process for recruitment of Headteachers.

Nick Gibson left the meeting at 7.48pm

Confidential minute 1

Nick Gibson returned to the meeting at 8.05pm

HFC170711.7 Approval of MAC budget for period 1.9.2017 to 31.8.2018

The Chief Financial Officer reminded Directors that the period for approval was the academic year 2017/2018, and circulated the consolidated sheets. It was outlined that there had been a couple of slight changes following the

Audit and Resources Committee meeting the previous week. This had made a change to Our Lady's, Alcester following their recruitment being completed.

The CFO gave all Directors an update on reserves within the MAC following investigations in to a number of additional accounts. The overall outcome was that the consolidated budgets were for a surplus budget at the end of the year of £239,000. There were then a number of questions.

Clarification was sought regarding the approval process for budgets now, as this was the first time a full years accounts had been submitted under the new arrangements. Following the Audit and Resources Committee last week Mark O'Connell had circulated the scheme of delegation and also who were the points of contact to address concerns throughout the process. It was agreed that this would be drafted in to a separate document and sent out with the minutes of the meeting. There was acknowledgement that the role of Local Governing Body's had changed following conversion, however there was a desire to include and engage all LGB's in the financial decisions.

Directors approved the circulation of the scheme of delegation and process document.

There was also a discussion about the current financial and accounting practises which have an impact on how information is recorded and the treatment of expenditure within the accounts. The CFO confirmed that this had already been investigated and she was continuing to actively pursue details with the view to reporting back to the Audit and Resources Committee at their next meeting.

Approval of the budget was held until the final agenda items had been heard that evening.

The Vice-Chair and Audit and Resources Committee members extended their thanks again to the headteachers for their time in preparation of budgets and to the CFO and the Finance team in their considerable effort over the last weeks.

HFC170711.8 New Item for Discussion

The Vice -Chair asked the Headteacher of St Benedict's to give the Directors an update regarding the recent International Baccalaureate results. He was delighted to inform the Directors that the school were very happy with the results and that they were ranked 8th nationally in State schools for 2017.

Some 60 students had undertaken exams this year, a larger cohort than previous year, and 100% of pupils had achieved a pass. The average score of 33 had been maintained from last year, which is equivalent to 3 A* grades at A Level. This meant the sixth form was also ahead of the national IB average score of 30. The highest diploma score was 42, again matching last years

result and put the student achieving this in the top 4% of global IB results. Higher Level and Standard Level grades within the diploma had all improved compared to last year.

Not wishing to forget the BTEC provision within the sixth form the Headteacher highlighted a positive result in that area, with distinction grades achieved. Everybody was very happy with the outcomes and the advertising and promotional work was underway already. The Local Governing Body representative was meeting with the SLT action group later that week and local advertising and press releases had already been started.

Directors then asked about SATs results in other schools within the MAC, however these had not yet been validated and so would not be available until September. These would be at the first Standards and Performance Committee which was due to be held prior to the next full Directors Board meeting.

HFC170711.9 Matter Arising

The Directors heard from the Headteacher regarding the consideration and rejection of the proposal to change provision in the sixth form. The Local Governing Body had given their rationale which was summarised. Governors had felt that the sixth form offer of International Baccalaureate was a Unique Service Proposition (USP) and that changing this to A Level provision would damage this. There was a concern noted that the number of subjects able to be offered at A level would be limited, and that this also opened the sixth form up to more direct competition. The preparation done regarding the financial argument had been robust, but needed more investigation as it was not compelling in the short term. In addition to all this the Local Governing Body were newly formed and did not feel that a decision of that magnitude could be considered at this point. They had acknowledged considerable work and discussion had been undertaken previously regarding this proposal, but felt that they were not prepared to change a working model at this early stage.

The Local Governing Body was now working directly with the SLT and school working party to further promote the IB offer. A representative from the IB had already attended a meeting and was sharing further content with the Chair of LGB. It was noted that the Local Governing Body had every intention of working closely with the Headteacher and SLT to implement action plans and promotional activities.

8.38pm The meeting was adjourned for a short break.

8.56pm The meeting restarted with the clerk informing Directors that Simon McVeigh had asked to exercise his right to be present at the discussion by telephone.

The Vice Chair then spoke to Directors regarding the ongoing considerations in relation to the Pre-School provision on the site of St Mary's Broadway. It was noted that this subject had been discussed by the full board on 2 previous occasions at length and that the Board needed to make a final decision. Each Director was given the opportunity to put their views forwards and a time limit was established for the whole discussion at which point Directors would be voting.

The Directors all spoke and expressed various points of views and considerations in their summaries. This included an understanding and acceptance of the impact the pre-school provision has on the local primary school, positively and negatively. The concerns regarding ongoing financial management and leadership were discussed as were the pressures on current school operations and the staff employed within the pre-school. The benefits in offering a provision for families to enter a catholic education from age 3, for the primary school to encourage admissions then from the pre-school cohort, and different models that would enable this, were all covered.

The Directors had considered a change to the status of the pre-school and potential to attract private interest as well as a separate legal company. It was noted that a number of these options had been discussed at length in the Audit and Resources Committee the previous week and that the Local Governing Body and Executive Headteacher had been discussing the topic for a considerable period of time also. The short and long term financial projections were not positive and that included an optimistic future attendance level to attract good funding levels. The need to maintain required ratios for this age group was an additional concern for staffing costs against anticipated tighter funding in this sector.

With regards to the current operation and safeguarding the Directors had investigated other models that could lead to improvement over the longer term. These models included introducing EYFS teaching staff, combining the pre-school in to a foundation unit and restructuring the current nursery assistant team with dedicated management. However the short term risk was still considered high, and would have a detrimental impact on the MAC if it was not supported financially. The current leadership of the school and the pre-school were discussed and the management of the on site facilities in use within the pre-school were not seen as satisfactory.

Directors agreed that the mission of the MAC was to promote and support catholic education from ages 3-19, and that in closing the pre-school there would be an impact on the reputation of the trust. This was balanced with the acknowledgement of a site that was struggling to meet standards and unable to envisage a time in the near future where that would be possible. A concern was raised that the Directors would need to investigate in more detail the pre-school sector including the complexities of funding, registration

and ratio requirements. The Directors could then give more consideration to how pre-school provision would be incorporated in to the MAC over the long term.

Directors were open with their views and raised both sides of the argument for maintaining or closing the provision. The detailed financial argument for the forthcoming academic year gave an expected deficit of between £37,800 and £44,500 depending on the models followed. Over a three year period the potential deficit grew to between £81,300 and £99,000. During the discussion it was noted by several Directors that funding that size of deficit would have an impact more widely across the MAC and this was of concern.

In summary Directors felt that there had been opportunity prior to all the previous meetings to investigate viable alternatives and that no solution had been found. In order for any recovery plan to be successful it not only needed to be viable but there needed to be a will amongst those implementing it to overcome challenges for the long term. It was felt that the Local Governing Body and Executive Headteacher had persisted for a long period of time and not been able to overcome these challenges, the Board were unable to envisage a change to this situation.

The clerk asked those present that were not Directors to leave the room in order for a vote to take place.

9.29pm Jane McNally, Mark O'Connell, Kate Hawkins and Alannah Bayliss leave the room.

Directors vote on the options available regarding the pre-school at St Mary's Broadway.

The Directors vote by a majority to close the pre-school provision at St Mary's Broadway.

9.31pm Jane McNally, Mark O'Connell, Kate Hawkins and Alannah Bayliss return to the room.

The Vice-Chair states that the decision has been made to close the unit. The Board therefore instructs the Accounting Officer to ensure that appropriate action is taken in this regard and that it is implemented as expeditiously as possible.

HFC170711.10

The Vice-Chair returns to the agreement of the consolidated budgets for period 1.9.17 – 31.8.18. Now that a decision has been made regarding the provision at the St Mary's Broadway site the board are asked for their approval of the budget.

A question is asked relating to the closure costs for the preschool and whether this would be attributed to the school. The Directors agree that once these have been established it will be considered by the Audit and Resources Committee as to where the final closure costs will fall within the accounts.

Directors approve the budget for the period 1.9.17 – 31.8.18.

HFC170711.11 Staff Representatives

Directors discuss the paper circulated prior to the meeting regarding the model for staff representatives to be present at meetings. It is noted there are two options proposed and the Directors agree that option one, to appoint a single representative across all schools through an election process would be the suitable option. The Directors also felt that a term of two years would be suitable, with representatives being able to stand for re election at the end of their term.

Directors approved the model for appointment of staff representatives to the Board.

HFC170711.12 Next Meeting

The next full board meeting of Directors will be held on 8th November 2017 at 6.30pm.

Meeting closed at 9.43pm.

Action Summary

Action By	Minute Number	Action	Date completed
Clerk	<u>HFC170711.2</u>	Inform Directors not present of the resignation of Chair of the board	By email - 12.7.17
All Directors & clerk	<u>HFC170711.5</u>	Ensure lanyard and ID card are carried on you at all times on school premises.	
All Directors	<u>HFC170711.5</u>	Familiarise self with locations of green forms for logging a safeguarding concern on school sites	
Clerk	<u>HFC170711.7</u>	Circulate to all LGB clerks the delegation and process document for budgets	
Accounting Officer	<u>HFC170711.9</u>	Implement the instructions of the board with regards to the closure of Pre-School on St Mary's Broadway site	Initiated Staff informed 15 th July and meeting held on 19 th July. Parents informed by meeting on 20 th July.