



Holy Family Catholic Multi Academy Company

Meeting of the MAC Directors
Thursday 14th June 2018, 6.30pm
St Gregory's Catholic Primary School, Stratford upon Avon

Present

Kayleigh Sterland Smith	Foundation Director and Chair
Teresa Quick	Foundation Director
Tristram van Lawick	Foundation Director
Maretta Pearson	Foundation Director
Steve Groves	Foundation Director
Nick Gibson	Executive Director and Accounting Officer

Others

Jane McNally	Headteacher, St Gregory's
Jackie Smith	Headteacher, St Mary's Evesham
Vicky Robinson	Staff Representative
Lisa Fryer	Clerk to Directors

Apologies

Simon McVeigh	Foundation Director
Jacqui le Maitre	Executive Director
Mark O'Connell	MAC Risk and Governance Officer
Kate Hawkins	Chief Financial Officer
Alannah Bayliss	Head of HR

Meeting was quorate throughout (6 Directors)

Meeting opened at 6.43pm

HFC180614.1 Opening Prayer

The meeting opened with a short prayer led by Nick Gibson

HFC180614.2 Welcome, apologies and thanks

The Chair thanked everyone for their attendance and welcomed the Board to a different venue for this meeting.

Apologies were noted and accepted from all those listed.

HFC180614.3 Declarations of business and pecuniary interest

No declarations were noted regarding the agenda items.

HFC180614.4 Approval of minutes from previous meetings

Previous meeting minutes from 8th May had been circulated in advance and members were asked if they could be confirmed.

Directors approved minutes as an accurate record of the meeting.

HFC180614.5 Actions taken by Directors to note

The Chair confirmed to the Board that following the previous meeting the Interim Accounting Officer appointment of Nick Gibson for a period of 12 months had been agreed with Diocese. Part of the agreement was to ensure continuity for the MAC during the transition period for Headteacher and CFO roles, and there was a requirement for a structured handover plan to be in place for a future Accounting Officer appointment.

HFC180614.6 MAC Growth

The Board heard a report back from a meeting that was attended in May relating to a network of Warwickshire schools based over a large area. The MAC had been approached to send representatives, the Vice Chair and a Headteacher had attended and answered questions and enquiries about the process of conversion, challenges and frustrations. The overall impression was that generally the schools attending were considering conversion, with some keener than others and a few reticent to commit. There were no immediate proposals to join existing academies, with many of the schools in the network looking for the Diocese to give them direction and a scheme of work towards growth.

Headteacher was able to share some information about the way that the group interacted, the questions they had and the pace they were looking to change. The MAC Risk and Governance Officer has been involved in some of the discussions within his role at the Diocese supporting growth. Each school has it's own challenges to overcome before actively starting on a path to conversion. Concern was expressed that overall the network group were not currently at a proactive stage to consider immediate growth.

The Board heard that there were a couple of schools in a more positive position regarding conversion and a discussion took place around how the MAC could proactively support these schools and help allay any fears relating to the process. It was agreed that continued contact and communication with the lead for the network and Headteachers would be the best approach at present. The Board heard that the network group expressed some fears that joining a MAC would remove the individuality of schools.

Some members suggested that the MAC could consider an open event, or more proactive approach to bringing other schools on board. It was also agreed that the Board need to get a good handle on the Diocese position too. Finally there was a discussion about the MAC being clear and sure of what the best proposition is to present to those schools considering joining Holy Family Catholic MAC. This would include developing the working relationships with other Headteachers.

Directors challenged that the MAC needs to work on strategy for our proposition in conjunction with growth. The Accounting Officer suggested that the work already undertaken by the Vice Chair was built upon and a working group considered details and a timescale to a phased programme for growth. It was noted that the Diocese had expectations on current MACs to grow, and that Holy Family Catholic MAC needs to take a proactive approach to this.

The Directors identified that with growth there comes a benefit of increased funding and financial security and this was discussed briefly, acknowledging the potential for the increased funding that comes from pupil numbers and possible growth bids.

The Board then discussed other growth options that had previously been explored and heard there is no further indications at present that these would be a forthcoming option.

Directors believed that the work already started needed more consideration and structure adding and that this should be worked upon as a matter of priority so there was something to consider over the summer break. Board members were very alert to the potential that any other school may be challenged by an 'aggressive' approach. Members suggested that contacts at another RSA MAC with a similar ethos who had a central academy that has grown recently could be approached and engaged for ideas and options to pursue. This would be followed up by the Accounting Officer and an invitation extended to them.

HFC180614.7 Documents and policies for ratification

Board members confirmed they had received the Terms of Reference for Audit and Resources Committee, which the clerk explained would be required to support accounts completion and audit work.

Directors voted unanimously to ratify the Terms of Reference for the Directors Audit and Resources Committee.

Board members confirmed they had received the MAC Information Security policy. Directors discussed the sources the policy had been brought together from and if it was compliant with GDPR.

Directors voted by majority to ratify the MAC Information Security policy.

The clerk confirmed that the MAC policy would be sent on the LGB clerks to be adopted.

The clerk then gave Directors an update from the Head of HR regarding further policies. The current MAC policy schedule had noted a number of HR policies would be completed during the summer term and return to the Board for approval. The Head of HR was informing the Board that this work would not be completed before the final meeting this term and so some policies will be presented in the autumn term. These

would be Staff Conduct, Leave of Absence, Family Friendly Working, Single Central Register Statement.

In addition to these, the Head of HR would be looking to investigate and consult with union representatives during the autumn term for policies relating to Pensions and Redundancy, Restructuring and Redeployment. The expectation was that this work would be completed and policies presented back to the Board no later than spring term 2019.

A question was raised about who checks the policies are compliant and that the business is compliant with all individuals confirming awareness. An annual compliance statement was discussed and considered for use, with concern expressed that Directors are accountable for the overall application of the HR policies. Headteachers spoke about how the job description is reviewed annually in performance management and this would cover compliance with policies.

The Board noted that their responsibility was to ensure that policies were in place and that they were being correctly applied. The clerk was instructed to request details from the Head of HR that contracts or job descriptions included an annual statement to ensure that all employees were compliant. Any process should follow the annual performance management cycle, which links to teachers pay and conditions and staff employed in support roles. Directors requested that there was something in place that allowed for a routine refresh of acceptance of new policies.

It was agreed that before any new process was implemented that the CFO would ask the internal auditors for advice. The general feeling was that this should be considered for inclusion with all staff and there should be an expectation that this was done. The Board confirmed that they were looking to ensure that there was a record that staff have confirmed they are aware of policies, and that they comply with them.

HFC180614.8 Headteachers collaborative working summary

The Headteachers present reported back on their recent meeting and confirmed that Trevor Davies, School Improvement Partner, would be asked to deliver an opening MAC training day, initially across primary level. Also a discussion had taken place regarding a newsletter for MAC wide distribution, with costings and printers being investigated.

The Board heard that Jean Goss training was well attended at the end of the last half term. The Executive Headteacher for the Federation had spoken about teaching school events and school to school support. Headteachers had also discussed further use of internal moderation within MAC schools, with some associated cover costs using the resources in certain years. Headteachers explained the benefits of being able to release teachers to work with consortium groups and how this had been worthwhile investment. The final discussion at the meeting was around when SAT and IB results would be coming out.

Directors asked when the next meeting was due and heard that it had been scheduled for last week but was cancelled and so a July date was to be established. The intention was to meet before next board meeting on 9th July with a focus on the Teaching and Learning plan for Directors. Headteachers then gave Directors an outline of how the the SATs result papers were shared with schools.

HFC180614.9 MAC Risk and Governance Officer position

The Board heard that the current contract for this post ends late June, however there are ongoing schemes of work that would benefit from being completed and this would require more time.

Headteachers expressed that they were frustrated that generally work was not being done, priorities were slipping, and a perception that things already requested have not been completed. Some Directors felt that there was a similar position discussed in the last term, and that the Board were not clear that the value was being gained for the current contract.

Liaison with the Diocese was raised, and the importance of getting information and communication back from them through Mark was considered valuable. Some Directors felt that there was a benefit to keeping Mark O’Connell engaged in this process on behalf of the MAC. Directors discussed a ‘not on contract’ option, with the general perception currently being that things were not always being completed by expected dates and therefore value of the contract was not obvious.

The Accounting Officer spoke about the transition period, and when would be reasonable that the work was finished as there were a number of topics that Mark had connections and input to. A further roll on of contract was a frustration to some members and Headteachers believed that the MAC priorities and requirements were not being fully met, with work not completed.

The Board sought to understand if it would be necessary to employ somebody else to complete further work and Directors confirmed there was the potential to look for an alternative to provide the option for consultancy to complete specific projects. However this would need to be very focused and limited. Headteachers expressed that there were local challenges that have to be in place to ensure school level expenses were controlled and wanted to see similar controls were in place centrally. If support was being contracted in it should be in relation to issues focused on teaching and learning and the needs of pupils.

The Accounting Officer expressed concern that there were a number of matters relating to the outcomes from FMGS audit, which had a deadline for response before the summer break. This included work on Business Continuity plans, policies and risk registers, however Headteachers felt that a large proportion of the work relating to this was done at school level and could be completed without Mark’s involvement.

Directors were asked for their views and options were given to extend until end of the summer (31.8.18) or to conclude the contract as planned. Some Directors challenged that there has been a difficult period with a lot of other work going on which had left the impression that there was a lack of progress. The Board were aware that Mark had contributed significantly over a long period of time towards the establishment and transition of the MAC, and that his skills and experience would be valuable in the longer term, but maybe in a different capacity. The Directors heard that the deadline for the FMGS completion was approx 4 weeks away, and so support to the end of this would be a minimum requirement.

Headteachers raised the concern that the central MAC charges that have come out in the forecasting pack are scheduled for increasing. There was discussion over what resources would be lost in schools as a result of covering these payments. They reiterated the limited amount of work that was perceived as completed currently and expressed concern that the summer holidays were not available for completion of work. Directors heard the FMGS deadline of 14th July was crucial and there also needed to be a strategy document, which Mark would be involved with in some way. There was also acknowledgement that Mark would continue to be involved with the MAC through his role at the Diocese on growth. Directors were asked to confirm the options for consideration, which were to extend the contract to the end of the school year, to extend the contract until the 14th July or to extend the contract to the autumn half term.

Directors approved an extension of contract to the allow the completion of FMGS audit by 14th July.

HFC180614.10 Broadway Committee update

The clerk gave the Board an update that the committee had met on Monday, that further limited detail been requested with an urgency recognised and a future date had been scheduled of 5th July to conclude the matter.

HFC180614.11 Outstanding Action Summary update

The clerk explained that the summary had been circulated beforehand and asked for all present to send back their action summaries noting completion for sign off and update.

HFC180614.12 Council bus service provision

The Accounting Officer gave an overview of the changes in the bus service provision. The Warwickshire council letter had been circulated in advance to the Board which was following up on enquiries made through St Benedict's. There had been a change of policy in the county and the introduction would be phased in some way. Members agreed that there should be consideration given to lobby MPs and report back, following the Headteachers meeting.

HFC180614.13 AOB

Directors asked how David Hughes transition was going, new Headteacher for St Benedict's. The Headteacher shared the time David has been in school, who he has

2.7.18

Final minutes for approval

6 of 7

Signed Date

been meeting with, involvement with yr 6 evening, which the current Headteacher would not be present for, however he will cover yr 12 evening for new Sixth Form applicants on 2nd July.

The Board then asked for an update on the interviews underway for the Chief Financial Officer role, hearing there had been 3 interested candidates initially, however this had dropped down to one. The interview panel wished to reflect overnight on the candidate as the current view was the qualifications are to the right standard, but there were concerns about the approach and pace of work along with strategic skills. Suggestion that the remuneration may need to be reviewed. Consideration that a second interview would be a good option and the Chair of Directors offered support with this.

HFC180614.14 Close and date of next meeting

The next meeting would take place at St Benedict’s on Monday 9th July, starting at 6.30pm

Meeting closed at 8.24pm

Action Summary

Action By	Minute Number	Action	Date completed
Directors and AO	<u>HFC180614.6</u>	Completion of a growth strategy required for presentation back to the Board	
Headteachers	<u>HFC180614.6</u>	Identify collaborative working and network opportunities with district headteachers to support growing ties with schools considering conversion	
Clerk	<u>HFC180614.6</u>	Extend formal invitation to RSA Academy contact to attend future meeting	
Clerk	<u>HFC180614.7</u>	Request detail and clarification on processes in place to confirm employee compliance with policies. Request the CFO checks any requirements under internal auditing.	
Headteachers	<u>HFC180614.8</u>	Report back to the Board on Teaching and Learning Plan for the MAC	
Accounting Officer	<u>HFC180614.9</u>	Confirm completion of contract date with MAC Risk and Governance Officer, establishing detail for handover	
All Directors All Headteachers	<u>HFC180614.1</u> 1	Notify clerk of all completed items that are current outstanding on the action summary	
Chair	<u>HFC180614.1</u> 3	Support second interview process for CFO appointment	