

PRIVATE AND CONFIDENTIAL

INSPIRE PARTNERSHIP MULTI ACADEMY TRUST



TRUST BOARD MEETING MINUTES

DATE:	TIME:	LOCATION:
Tuesday, 18 September 2018	4.50 pm	Fitzwilliam Primary School

PRESENT		
Chair:	Mr J North	
CEO:	Mrs S Vickerman	
Trustees:	Mr P Arundel	Mr B Smith
	Mr C Gray	Mr S Tottles
	Mrs T Jackson	
In Attendance:	Miss S Coggill (Head of Ackton Pastures Primary Academy)	Mrs H Hill (CFO)
	Mrs T Fallon (COO)	Mrs M Pickles (Deputy CEO)
Clerk:	Mr P Taylor	
Apologies:	Ms C Norfolk	Mrs A Webb

ITEM	ACTION
<p>1. MINUTES OF THE MEETING HELD ON 10 JULY 2018 AND MATTERS ARISING</p> <p>Resolved 6 <i>That the minutes of the meeting held on 10 July 2018, be agreed as a correct record.</i></p> <p>There were no matters arising from the minutes.</p>	SGS
<p>2. MATTERS ARISING FROM THE MINUTES</p> <p>Ash Grove J&I School The CEO reported that she had represented the Trust at a meeting of the Governing Body of Ash Grove J&I School. This was the first meeting attended by a Trust representative since it had been nominated to become academy sponsor of the school.</p> <p>The CEO informed the meeting that a Trustee would be required to attend meetings of the Governing Body until the school converted to academy status and joined the MAT (which was scheduled to take place on 1 December 2018). The Chair had kindly agreed to attend these meetings on behalf of the Trust, for which he was thanked.</p> <p>Trustees were informed that TUPE arrangements could delay the school joining the Trust, as could a proposed staff reduction process. This was a concern as a delay with the date of conversion would have a direct knock-on effect in terms of several</p>	


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<p>important CIF bids, which would not be progressed if the school did not join the Trust on 1 December 2018. Trustees noted that the LA was currently reviewing staff contracts at the school. It was suspected that none of them were of a temporary nature, which would have allowed them to be terminated prior to the school joining the Trust. The LA had agreed to provide information to the Trust on this matter by 17 September 2018, however, this deadline had been missed and the Trust still awaited the information.</p> <p>The Chair stated that if the academy conversion deadline was missed it was likely to be February 2019 at the earliest before the school would join the Trust. The CEO commented that it remained in all parties interests for the school to convert to academy status and join the Trust on 1 December 2018, and that everyone continued to work hard to ensure that this would happen.</p>																																			
<p>3. CORRESPONDENCE</p>																																			
<p>There was nothing to report under this item.</p>																																			
<p>4. ACKTON PASTURES PRIMARY SCHOOL</p>																																			
<p>Mrs M Pickles (Deputy CEO and Executive Headteacher of Ackton Pastures and Half Acres Primary Academies) and Miss Coggill (Head of Ackton Pastures Primary Academy) were welcomed to the meeting. Trustees noted that they had been invited to the meeting to speak about the disappointing 2017-18 Key Stage 1 and Key Stage outcomes at Ackton Pastures Primary School.</p> <p>Trustees received a written report which both Mrs Pickles and Miss Coggill went through in detail.</p> <p>Mrs Pickles informed Trustees that the Year 6 data for the school in July 2018 for Reading and Maths was very poor and a shock for all involved. The Reading, Writing and Maths combined score came out at a very disappointing 39%. Mrs Pickles added that nobody within either the Trust or MAT had any reason to believe that the outcomes would be so low or so far out from teacher assessments, which predicted a combined score of 61%.</p> <p>Trustees studied the teacher assessment data at June 18 and the actual test results in July 18, which were as follows:</p> <table border="1" data-bbox="185 1675 1374 1944"> <thead> <tr> <th rowspan="2">Subject</th> <th colspan="2">T / Assessment June 18</th> <th colspan="2">Actual Test Results</th> </tr> <tr> <th>ARE</th> <th>GD</th> <th>ARE</th> <th>GD</th> </tr> </thead> <tbody> <tr> <td>Reading</td> <td>68%</td> <td>43%</td> <td>50%</td> <td>14%</td> </tr> <tr> <td>Writing</td> <td>73%</td> <td>32%</td> <td>73%</td> <td>32%</td> </tr> <tr> <td>Maths</td> <td>57%</td> <td>20%</td> <td>45%</td> <td>14%</td> </tr> <tr> <td>GPS</td> <td>N/A</td> <td>N/A</td> <td>61%</td> <td>25%</td> </tr> <tr> <td>RWM</td> <td>61%</td> <td>18%</td> <td>39%</td> <td>5%</td> </tr> </tbody> </table> <p>Q: Why did this happen and what can we learn from it? A: The data indicates that there is an issue with either; quality of teaching, but the range of evidence we have shows that this is at least good; accuracy of teacher</p>	Subject	T / Assessment June 18		Actual Test Results		ARE	GD	ARE	GD	Reading	68%	43%	50%	14%	Writing	73%	32%	73%	32%	Maths	57%	20%	45%	14%	GPS	N/A	N/A	61%	25%	RWM	61%	18%	39%	5%	
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<p>assessment, but this has been accurate in previous years, which makes it difficult to understand why it is so wide of the mark this year; ability of children to achieve their potential in SATs tests and we have found that a number of children made silly mistakes with basic arithmetic, they also seemed to struggle more with taking tests in an isolated test situation as they are used to doing practice papers in class; or the quality of curricular provision across key stage 2. We have identified that there were gaps in learning when the cohort left Year 5 and entered Year 6. As a result of this we are going to follow the curriculum model applied at Gawthorpe Academy. We have begun our investigations into the matter which included early due diligence by Margot D'Arcy to identify key issues and give guidance for school improvement actions in 2018-19. Craig Batley has undertaken a Pupil Premium review and has produced an action plan to inform practice and provision for 2018-19. A new Chair of Governors has been appointed and she is in the process of setting up a Pupil Premium Working Party formed of local governors and school leaders, which will meet on a termly basis. Revised curriculum expectations for Reading and Maths were shared with school staff during the INSET Day on 3 September 2018 and Mrs Pickles will be based in the school for 2.5 days per week. The school will also be receiving regular visits from the external SIP to both support and challenge school leaders.</p> <p>Q: Do children sit enough practice test papers in Year 6? A: It has not been an issue before but we will be ensuring that test techniques and experience of sitting test papers will be a priority, and we will be looking at what happens in other academies within the MAT.</p> <p>Q: Do teacher assessments take into account the children's performance during test situations? A: We have taken this into account and the outcomes from test papers have been used when teachers have completed their final assessments. However, the SATs tests themselves do feel different to children and can, and sometimes does, impact on their overall performance and attainment. We will definitely be looking at this given the big variance between teacher assessments and pupil outcomes this year.</p> <p>Q: How confident are we that current teacher assessments are accurate? A: We are confident that they will be accurate and we have, as outlined earlier in the meeting, taken external advice and continue to receive external support. We are also looking at how academies within the Trust are working and hope to pick up on some of their areas of good and best practice.</p> <p>Q: Are teaching staff comfortable with the curriculum changes and confident in terms of their assessments and identifying areas of mastery in subjects? A: Yes. We have been well supported by both the Trust and LA. The judgments that Ackton Pastures staff are making are being agreed with when moderated by staff from other schools.</p> <p>Two PowerPoint presentations were circulated to Trustees, one on 'Reading Messages 2018-19' and the other on 'Maths Messages September 2018'. Trustees were informed that the PowerPoint presentation's had been delivered to staff and set out clear expectations in terms of their practice within/outside the classroom</p>	















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<p>and overall pupil outcomes. These had been well received by staff.</p> <p>The Chair stated that all staff within the school needed to be made aware that there was a collective responsibility for the Year 6 outcomes and that this should not rest solely with the Year 5 and Year 6 staff. Miss Coggill replied that this message had been communicated to staff and had been reiterated by Mrs Pickles. All staff would have performance management targets with a focus on Pupil Premium and Reading, which were the two main areas where the school had to show improvements.</p> <p>The Chair suggested that the Trust Board be provided with a written report from the school detailing cross school progress and achievement. He added that he was happy for either Mrs Pickles or Miss Coggill to attend the Trust Board meeting to present the report to Trustees. Trustees were supportive of the Chair's suggestion.</p> <p>Resolved 7 <i>That the school provide the Trust Board with a written report, on a termly basis, detailing cross school progress and achievement; and That either Mrs Pickles or Miss Coggill attend the meeting of the Trust Board to present the report to Trustees.</i></p>	<p>MP/SC</p> <p>MP/SC</p>
<p>5. CHIEF FINANCIAL OFFICER'S REPORT</p>	
<p>a) Endorsement of Financial Management and Governance Self-Assessment (FMGS) – alternative assurance for South Hiendley</p> <p>The CFO reported that the FMGS had to be approved by Trustees before it could be submitted to the ESFA.</p> <p></p> <p>5a FMGS South Hiendley.pdf</p> <p>Resolved 8 <i>That the FMGS be approved and submitted to the EFSA.</i></p> <p>b) Amendment of Trusts Salary Sacrifice Scheme Arrangements for Childcare Voucher Scheme</p> <p>Trustees were informed that with effect from 4 October 2018, childcare voucher schemes would close to new applicants as the government was providing a new scheme for tax-free childcare. Employees would no longer be able to join the scheme from October 2018, which would continue to operate only for existing members who had a salary sacrifice/voucher issued by September 2018 payroll.</p> <p>From October 2018, existing members of the childcare voucher scheme would be able to continue to benefit in the same way as they currently did, as long as they remained Trust employees and the scheme continued to run. A paper was circulated to Members explaining how the scheme worked and how it affected employees within the MAT.</p> <p>Trustees were informed that by offering a childcare voucher scheme via salary sacrifice, the Trust typically saved 13.8% in NI contributions. An employee taking</p>	<p>CFO</p>




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<p>the maximum £243 per month represented a saving of £402 per employee per year.</p> <p>The Trust's current Child Care voucher scheme mirrored the LA's scheme, so that employees who TUPE from a Local Authority School retain the same salary sacrifice benefits.</p> <p>Q: How many employees is this likely to affect? A: There are 6 teachers and 1 support staff member within the MAT who are part of the scheme.</p> <p> 5b Childcare Voucher scheme for</p> <p>Trustees were asked if they wished to change to the new government scheme or remain with the current one. Advice had been taken from Fusion HR and it was recommended that the Trust continue with its current arrangements, primarily as a gesture of good will. Trustees discussed the matter and agreed that the costs to the Trust were negligible, and therefore they were happy to continue with existing arrangements.</p> <p>Resolved 9 <i>That the Trust continues to operate the childcare voucher scheme via its existing arrangements.</i></p> <p>c) Charity Commissions Overview on Public Benefit Trustees were provided with a summary document of the Charity Commissions Overview on Public Benefit, which they were asked to take away and read at their leisure.</p> <p> 5c Public Benefit An Overview.pdf</p> <p>d) Charities Act 2016 Trustees received a copy of the publication 'Charity Fundraising: a Guide to Trustee Duties', following which they discussed and noted their duties and responsibilities in relation to charity fundraising.</p> <p> 5d CC20_Checklist.pdf</p> <p>e) Trustees Report, Governance Statement, Statement of Regularity, Propriety and Compliance and the Statement of Trustees Responsibilities Trustees were informed that the Trustees Report, Governance Statement, Statement of Regularity, Propriety and Compliance and the Statement of Trustees</p>	<p>CFO</p>

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<p>Responsibilities had been drafted in readiness for the end of year accounts, copies of which were circulated.</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  5e Draft 1 Governance Statement </div> <div style="text-align: center;">  5e Draft 1 Statement of Regulation </div> <div style="text-align: center;">  5e Draft 1 Statement of Trustees </div> <div style="text-align: center;">  5e Draft 1 Trustees Report.docx </div> </div> <p>Resolved 10 <i>That the documentation be received and noted; and</i> <i>That Trustees wish to make the following comments:</i></p> <ul style="list-style-type: none"> • <i>The Trust has no fundraising strategy/plan in place as academies within the MAT currently have this function delegated to them;</i> • <i>The Trust will be reviewing its fundraising practices as a matter of urgency, in order to ensure that it is meeting the requirements of the Charities Act 2016; and</i> • <i>That Trustees will read all four documents and feedback their comments to either The Chair or the CFO.</i> <p>f) Budget Monitoring Reports for June 2018 The CFO presented the Budget Monitoring Reports for June 2018 to Trustees, for which she was thanked.</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center; width: 15%;">  5f Ackton Pastures.xlsx </div> <div style="text-align: center; width: 15%;">  5f Aspire.xlsx </div> <div style="text-align: center; width: 15%;">  5f Fitzwilliam.xlsx </div> <div style="text-align: center; width: 15%;">  5f Gawthorpe.xlsx </div> <div style="text-align: center; width: 15%;">  5f Girmhill.xlsx </div> <div style="text-align: center; width: 15%;">  5f Half Acres.xlsx </div> <div style="text-align: center; width: 15%;">  5f IPMAT.xlsx </div> <div style="text-align: center; width: 15%;">  5f South Hiendley.xlsx </div> <div style="text-align: center; width: 15%;">  5f Towngate.xlsx </div> </div> <p>The CFO informed Trustees that they would receive a year-end report for each academy at the next meeting of the Trust Board. She added that the budget statements presented to them were the same as those presented to Local Governing Board's when they met.</p> <p>Resolved 11 <i>That Trustees receive budget monitoring reports for June 2018 and agree to look through them after the meeting;</i> <i>That any questions Trustees might have be directed to the CFO; and</i> <i>That the CFO be thanked for her work in producing the budget reports and Trust accounts.</i></p>	<p>CFO</p> <p>CFO</p> <p>CFO</p> <p>ALL</p> <p>CFO CFO</p>
<p>6. CHIEF OPERATIONS OFFICER'S REPORT</p>	
<p>a) Draft Appraisal Policy</p> <div style="text-align: center;">  6a Draft Appraisal Policy for MAT July 2 </div> <p>Trustees received a copy of the draft Staff Appraisal Policy, which the COO spoke about. The COO stated that the policy would help formalise the appraisal process across the Trust and ensure that they were applied consistently. Within the policy</p>	

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<p>were a number of mechanisms which could be referred to for matters such as pay progression, staff capability and suchlike. The policy would also allow managers to withhold the incremental salary progression of support staff, should they fail to achieve their appraisal objectives. Trustees noted that the policy had been sent to both non-teaching and teaching unions for comments.</p> <p>Trustees welcomed the draft policy, especially as it would ensure, once introduced, that the Trust had a robust and formal appraisal process in place, which would be applied consistently across all of its MATs.</p> <p>Resolved 12 <i>That the COO be thanked for her work on this; and</i> <i>That Trustees be encouraged to feedback their comments about the draft policy to the COO; and</i> <i>That the COO send the final version of the policy to Trustees, once agreed.</i></p> <p>b) Inspire Contracts The COO informed the meeting that Fusion HR had reviewed the contracts of non-teaching staff, teaching staff and senior leaders and had confirmed that they were compliant and fit for purpose. Trustees noted that the contracts would be issued to newly appointed staff from September 2018.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  6b Generic Academy Headteach </div> <div style="text-align: center;">  6b Generic Academy Officer Ins; </div> <div style="text-align: center;">  6b Generic Academy Teacher In: </div> </div> <p>c) Consolidated Sickness Report 2017-18 Copies of a document which highlighted INSPIRE absence costs for each of its academies was circulated to Trustees. The COO gave a verbal summary of the document, highlighting academies where insurance costs appeared to be excessive. The COO stated that staff 'situations' were being managed and support was being provided to academies (and staff who were absent) where required. Trustees noted that the Sickness Absence Policy had been reviewed and that next on the list for review and adoption was the Staff Leave of Absence Policy. A draft policy had been written and this was to be presented at a meeting of Headteacher's later in the week. The draft Leave of Absence Policy stipulated that leave of absence for up to 5 days could be granted by an academy Local Governing Body but that anything over and above this should be referred to the Trust Board. Trustees thanked the COO for her useful summary and asked for a copy of the Staff Leave of Absence Policy once it had been fully circulated and comments received.</p> <p>Resolved 13 <i>That the COO provide Trustees with a copy of the Draft Staff leave of Absence Policy once it has been fully circulated and key stakeholders have been given the opportunity to comment on it.</i></p>	<p></p> <p>COO</p> <p>COO</p> <p></p> <p>COO</p>
<p>7. CHIEF EXECUTIVE OFFICER'S REPORT</p>	
<p>The CEO gave a verbal report on matters of interest relating to the Trust, for which she was thanked.</p>	


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8.	PERFORMANCE MANAGEMENT COMMITTEE	
	This item was discussed and agreed earlier in the meeting.	
9.	MAT RESULTS	
	<p>Trustees received KS2 results over a 3 year trend and the CEO gave a verbal summary of them.</p>  <p>9 JNs Doc IPMAT Results 2018 Sept V:</p> <p>The CEO informed the meeting that the overall picture was a mixed one. For example, Gawthorpe achieved strong attainment figures, but because of high KS1 attainment figures the school was unable to evidence that children had made strong progress. It was acknowledged, however, that it was difficult to use progress as a measure when KS1 outcomes were so high.</p> <p>The CEO reported that the Trust had received a grant which would be used to provide 1 day per week of KS2 support in both English and Maths. Trustees noted that all academies would be given a list of non-negotiables in terms of actions, in order to raise pupil outcomes.</p> <p>The CEO spoke about Target Tracker. She stated that if a child had been assessed as ARE at KS1 and came out of KS2 with the same ARE, they would receive a progress figure on Target Tracker of 0%, as they would not have made anything other than expected progress during their time in KS2.</p> <p>The Trust had recently engaged the services of Leah Charlesworth as a School Improvement Partner, who had recommended that the Trust use FFT Aspire when setting targets. Trustees were informed that FFT Aspire was an online system, used by over 13,600 schools, LAs, MATs and chains across England and Wales. FFT estimates were used by teachers to inform the setting of ambitious and aspirational targets for students. FFT analysed pupil results and pupil progress and provided school leaders with insightful data to support school improvement and self-evaluation. The CEO stated that FFT Aspire would be a useful tool for the Trust and she informed Trustees that it could be purchased, for trust wide use, for less than £1,000. She added that the Trust would also receive support from FFT and that targets set via the system would be both challenging and aspirational.</p> <p>Resolved 14 <i>That Trustees approve the purchase of FFT.</i></p>	<p style="text-align: right;">CEO</p>

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10.	CHANGES TO MAT GOVERNANCE	
	<p>Members The Chair reported that there was a need for more Members. There are only three Members at this time when it would be better to have five. One of the original Members is now Chair of Governors at Towngate so therefore should not be a Member and the Chair of the Trustees is also a Member and this is not recommended as good practice. It would be better if four new Members could be found</p> <p> 10 Members Trustees LGB Sept 2018</p> <p>In view of this, the Chair asked Trustees to think about potential candidates who would be suitable for the role of Member.</p> <p>Meetings with Chairs and Headteachers The Chair reported that he would be meeting with Chairs of Governors on a termly basis and Headteachers twice per school year. The CEO stated that she was in the process of speaking to Headteachers about this. The Chair informed Trustees that he would report back to them on these meetings.</p> <p>Governor Attendance at Trust Committee Meetings Trustees were informed that a number of Governors had been identified and approached to attend meetings of the Resources and Audit Committee (3 Governors) and Standards and Curriculum Committee (4 Governors). Trustees noted that none of the Governors attending these meetings would be eligible to vote.</p> <p>Co-opted Trustees and Member Trustees The Chair informed the meeting that the Trust Board was made up of 6 Trustees and 3 Co-opted Trustees. Trustees are appointed by the Members. Co-opted Trustees are appointed by the Board of Trustees. Trustees can appoint Trustees, known as Co-opted Trustees, but Co-opted Trustees cannot make appointments. It is important that the Board should always have a majority of Trustees appointed by the Members.</p>	
11.	ANY OTHER BUSINESS	
	There were no further items of business to discuss.	
12.	DATES OF FUTURE MEETINGS	
	<p>Resolved 15 <i>That future meetings be held at 4.30 pm as follows:</i></p> <p><u>Board of Trustees</u></p> <ul style="list-style-type: none"> • <i>Tuesday, 22 January 2019 at Gawthorpe Community Academy.</i> • <i>Tuesday, 30 April 2019 at Half Acres Primary Academy.</i> <p><u>Resources and Audit Committee</u></p> <ul style="list-style-type: none"> • <i>Tuesday, 4 December 2018 at Gawthorpe Community Academy.</i> 	<p>SGS</p> <p>SGS</p> <p>SGS</p>

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<ul style="list-style-type: none">• <i>Tuesday, 26 March 2019 at Half Acres Primary Academy.</i>• <i>Tuesday, 16 July 2019 at South Hiendley Primary School.</i> <p><u>Standards and Curriculum Committee</u></p> <ul style="list-style-type: none">• <i>Tuesday, 27 November 2018 at Fitzwilliam Primary School.</i>• <i>Tuesday, 12 February 2019 at Gawthorpe Community Academy.</i>• <i>Tuesday, 23 July 2019 at Half Acres Primary Academy.</i>	<p>SGS</p>
<p>MEETING CLOSE TIME: 6.20 pm</p>	

Signed below as a true and Correct Record

Signature: 

Print Name: John S North