

**MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF THE  
MARLBOROUGH SCHOOL**

**HELD AT THE SCHOOL ON 15<sup>TH</sup> NOVEMBER 2016**

<b>Governors Present:</b>	David Sussex (DS)	Vice Chair
	Sue Pollard (SP)	
	Toby Lankester (TL)	
	Jayanti Vaja (JV)	
	Donna Yeates (DY)	
	Stephen Donohoe (SD)	
	Beth Woodcock (BW)	
	Helen Ashcroft (HA)	
	Deborah Robson (DR)	
	Emmanuel Botwe (EB)	
<b>Apologies:</b>	Jason Gaunt (JG)	
	John Collins (JC)	
<b>Also in attendance:</b>	Rob Parrish (RP)	Deputy Head Teacher
	Wendy Pasterfield	Deputy Head Teacher
	Julie Mierzejewski	School Business Manager
	Helen Rawlinson	Clerk to the Governors

**PART ONE – NON-CONFIDENTIAL BUSINESS**

<b>1</b>	<p><b>APOLOGIES &amp; ADDITIONAL AOB ITEMS</b></p> <p>Apologies were received and accepted from Jason Gaunt and John Collins.</p> <p>DS chaired the meeting. The following AOB items were raised and discussed at various points in the meeting.</p> <p>AOB Items:</p> <ol style="list-style-type: none"> <li>1. Financial statements</li> <li>2. AGM</li> <li>3. CIF Condition Improvement Fund</li> <li>4. Growth Mindsets</li> <li>5. Birthday Sweets</li> <li>6. Vote of confidence results</li> <li>7. Restructure of the Multi Academy Trust (MAT)</li> </ol>	
<b>2</b>	<p><b>CONFLICT OF INTEREST</b></p> <p>Governors were asked to declare any potential pecuniary interest or conflict of interests with the business to be discussed during the meeting.</p> <p>No pecuniary interests were declared.</p>	

	<p>Completion of annual Pecuniary interest declarations. Governors were asked to return their completed forms to the School. SP to check.</p>	<p>SP – Pec. Interest forms</p>
	<p><u>AOB 4 – Growth Mindsets</u>  RP handed out 2 handouts explaining Growth Mindsets.  RP advised that would like to implement this into the School to support the ethos and vision of the School.</p> <p>The theory, by Carol Dweck, is that people either have a growth mindset or a fixed mindset.  RP advised that all classrooms have growth mindset display boards, that Growth Mindsets is included in assemblies and will be implemented into all aspects of the school, language, staff appraisal etc.</p> <p>A working party has been set up with 6 staff to look at mindfulness, the appraisal system and a reporting system. Governors were invited to join the working party and governors are to express an interest directly to RP.  The meeting times will be varied depending upon the subject e.g. appraisal. EB offered a member of staff from Tytherington School to assist. HA volunteered to be part of the working party. It was noted that the approval of pay and performance by governors was considered ‘worrying’ by staff and this approach and openness may mitigate staff concerns.</p> <p>The handout included the focus for the 2016/17 academic year.  Mindfulness is to be developed with pupils and staff. Pupils to be identified for a tailored approach in addition to it being introduced to all pupils. Current levels of coaching experience to be established and coaching to be rolled out further. Mindfulness apps to be sought for use on I-pads.</p> <p>RP was thanked for his presentation.</p>	<p>Govs – advise RP</p>
<p><b>3</b></p>	<p><b>MEMBERSHIP</b>  <u>AOB 6 – Confidence vote.</u>  It was questioned why this was done and how it was used. The results were issued in August and they confirmed that those that wanted to continue will do so and there was confirmation that discussions should continue to explore the potential of a MAT with Tytherington and Puss Bank as our preferred first option.</p> <p>Concern was expressed that complete trust in professionals was not shown and any concerns had not been raised directly.  <b>Q) Did the process show more transparency and trust?</b>  <b>A) Some Trustees were shocked by the questions and felt that it did not ease any disquiet within the Board of Trustees.</b></p> <p>During the discussions, there was a difference of view as to whether this was a point of concern or not. Governors were asked to consider how they wanted to progress this.</p>	

To receive any changes to the membership of the board of trustees.

Fliss Skinner, parent governor, resigned wef 06.09.16.

Current vacancies in accordance with the constitution and to continue with a like for like approach:

2 x member appointed Trustee

1 x parent

Terms of office that are due to expire before the next meeting were noted:

Stephen Donohoe – parent governor – 03.12.16

David Sussex – parent governor – 22.04.17

#### AOB 7- Restructure of the Multi Academy Trust (MAT)

DS advised that responses have been received from all governors with their preferences re being a member, trustee, local governor.

Governors discussed the different structures of MATS, what LGBs focus on and committees in general.

LGB members are to be:

- Helen Ashcroft
- **Deborah Robson**
- Stephen Donohoe
- **Emmanuel Botwe**
- **Donna Yeates**
- **Beth Woodcock**
- **Jayanti Vaja**
- Sue Pollard
- Member appointed vacancy
- 2 x parent

[Update post meeting, for information, the LGB needs a minimum of 2 x parent governors as per Article 46].

The trustees denoted in bold (above) agreed to resign as trustees of the trust before the next Board of Trustees meeting (05.12.16).

#### **Q) How many local governors are required?**

**A)** It is not defined in the Articles of Association and trustees agreed to 11 in total of which 3 will be parents.

Board of Trustees:

- Jason Gaunt
- Toby Lankester
- John Collins
- David Sussex
- Helen Ashcroft
- Stephen Donohoe

SP - Parent  
governor  
elections x  
2

Trustees –  
resignations

- Sue Pollard

Members. HA advised that she will be resigning as a Member and therefore the remaining members will be:

- Jason Gaunt
- Toby Lankester
- John Collins
- David Sussex

Reference was made to the letter issued by Lord Nash earlier in the term which asked – does your GB have sufficient independence and diversity of perspective? Significant degree of separation.

It was recognised that the proposal was not ideal but not illegal. It was questioned whether the creation of a LGB should be delayed to enable more separation.

It was suggested that more parents are needed for the LGB. A parent governor vacancy has been advertised and expressions of interest received. The Clerk advised that the formal parent election process must be undertaken to demonstrate transparency and accountability. One parent has come forward who has significant skills and experience in Children’s Services and Looked After Children. It was agreed that this parent could be approached to become a Member appointed Trustee.

The skills on the Board of Trustees are to be reviewed and it was noted that when more schools join the MAT, then some of the existing trustees may not be required. This was accepted in principle.

**Q) Where is all the work that the committees currently do going to be done?**

**A)** This depends on what it is – some will be done by Board of Trustees and some by the LGB.

One expression of interest had been received to be the Chair of the LGB of Marlborough School. HA was appointed as Chair of the LGB for 2016/17.

Clerk –  
LGB  
agenda  
item

It was agreed that the Vice Chair of the LGB is to be appointed at the next LGB.

It was agreed the number of Trustees as 7 was too low and that 15 was too high and that the ideal size of Board of Trustees was 9 including SP as ex-officio. It was noted that the MAT is at an interim stage and that trustees will be appointed from other schools as they join the MAT.

SP – staff  
trustee

Interested staff to contact Jason Gaunt re positions on the Board of Trustees.

The Clerk raised concerns that these changes were not an item on the

	<p>agenda and therefore all trustees had not been made aware of the proposed changes. It was noted that all those present agreed to the changes and that absent Trustees had already forwarded their preferences to DS for inclusion.</p> <p>It was agreed to ratify these changes at an extraordinary Board of Trustees meeting scheduled for 05.12.16 (immediately after the AGM)</p> <p>Committees of the Board of Trustees are to be agreed at the next Board of Trustees meeting as it was noted that a separate Audit committee will be required.</p> <p>It was agreed that the LGB will meet twice a term with one meeting having a focus on Standards and the other with a focus on Resources.</p>	<p>Clerk – BoT agenda item</p> <p>Clerk – LGB agendas</p>
<p><b>4</b></p>	<p><b>PART ONE MINUTES AND MATTERS ARISING</b></p> <p>To confirm the part one minutes of the summer term board of trustees meeting on 21.06.16 and the Extraordinary Board of Trustees meeting of 11.05.16. These were confirmed and signed by the Chair and retained at the School. It was noted that EB had sent his apologies for the Board of Trustees meeting on 21.06.16 after the meeting and these were accepted.</p> <p>The Action log was reviewed and updated and it was noted that the action log will need to be split into the different meeting types (Member, Board of Trustees and Local Governing Board.</p>	<p>Clerk – Actions logs</p>
<p><b>5</b></p>	<p><b>CHAIR’S ACTION</b></p> <p>This is not applicable to the School as it is part of an Academy. This was noted in the minutes of 11.05.16.</p>	
<p><b>6</b></p>	<p><b>COMMITTEES AND NOMINATED GOVERNORS</b></p> <p>a) The number and purpose of committees was agreed on 11.05.16 however with the above amendments being agreed to reflect the changes in membership.</p> <p>b) The Committees and Chairs of committees were agreed on 11.05.16, and following the recent discussions, JG continues as Chair of the Board of Trustees and HA is Chair of the LGB.</p> <p>c) The delegation planner approved on 11.05.16 at a Board of Trustees meeting. Not required</p> <p>d) To review the constitution and terms of reference for panels. This is not required.</p>	
<p><b>7</b></p>	<p><b>GOVERNORS CODE OF PRACTICE/CHARTER</b></p> <p>This was completed at the Board of Trustees meeting on 21.06.16 and this has since been updated and the revised version was agreed at the meeting. Signed copies were returned to SP. SP to follow up.</p>	<p>SP – follow up</p>

	<p>SP suggested, following discussions with JG, that governors discuss the use of mobile phones in the meeting. It was noted that some governors use them as a mini tablet or an amplifier for a hearing aid. It was agreed that individual mobile phone use should be highlighted to colleagues as a courtesy.</p> <p>It was agreed that the Charter be applied to all trustees and local governors.</p>	
<p><b>8</b></p>	<p><b>PART ONE REPORTS FROM COMMITTEES, AND REPORTS FROM GOVERNORS WITH SPECIAL RESPONSIBILITIES</b></p> <p>Minutes of committee meetings had been distributed in advance. They were taken as read.</p> <ul style="list-style-type: none"> <li>a. Business &amp; Finance 03.10.16</li> <li>b. Pupils &amp; Curriculum 11.10.16</li> <li>c. Personnel 18.10.16</li> <li>d. Marketing &amp; Communications 01.11.16</li> </ul> <p>Any other reports from committees; None</p> <p>Any recommendations requiring the approval of the governing board; None</p> <p>Any reports from governors with special responsibilities, including any recommendations requiring the approval of the governing board; None</p> <p>Any learning walk reports. None.</p>	
<p><b>9</b></p>	<p><b>FINANCIAL MATTERS</b></p> <ul style="list-style-type: none"> <li>a. To review arrangements for the annual completion of the FMGS. This has been completed</li> <li>b. To receive a copy of the audit certificate. Not received yet.</li> <li>c. To confirm the appointment of the auditor of the annual accounts for the current year. It was recommended that Haines Watts be re-appointed as internal auditors. Clerk – AGM agenda.</li> </ul> <p><u>AOB 1 – Financial statement.</u></p> <p>Trustees were advised that the accounts have to be submitted to the EFA by 31.12.16 and prior to that, they need to be approved at a Board of Trustees meeting.</p> <p>The draft accounts had been reviewed earlier in the day, by the Audit committee, and are nearly complete with the exception of information pertaining to the Cheshire Pension fund relating to support staff. Copies of the Trustees’ Report and Audited Accounts were issued at the meeting.</p> <p>SD advised that remuneration of staff members is part of the report and is reported within remuneration bands rather than actual figures. It was also noted that part year figures are being recorded.</p> <p>The audit committee was TL, SD and JC which was a committee approved by the Buildings and Finance committee. Responsibility for signing the report was delegated to JG.</p>	<p>Clerk – BoT Agenda item</p> <p>Clerk – AGM agenda item re auditors</p>

	<p>Q) It was noted that 93% of GAG is salary costs. EFA expectations are that salary costs should be between 60-80%. Why is that?  A) Contributory factors are catering staff, Teaching Assistants that are employed and paid for by Pupil Premium but the income, including that for school meals, is not included in the GAG.  It was noted that contributions to the Local Government Pension Scheme may increase which will also impact that percentage.</p> <p>Trustees were advised that the Trust has £158k of unrestricted funds at the end of the accounting period.  Balance sheet - £3.5m of land and buildings. EfA will survey in 2017. £216k in the bank with £82k liabilities. Non-teaching pension liabilities will be taken as an accounting adjustment.</p> <p>It was agreed to ask JG to sign the report.</p> <p><b>Q) Are these public documents?</b>  <b>A) They will be</b></p> <p><b>AOB 3 – CIF</b>  The MAT is looking to apply for a Condition Improvement Funding (CIF) for a building for nursery provision and wrap around school care. Advice received to date is that the current mobile buildings are in too good a condition and that the application would not be successful.</p> <p>It was noted that a bid for boiler replacements could be made as they are 24 years old and inefficient. Green energy and use of solar panels has not been recommended by a consultant. Trustees commented that there are other funding routes for green rebates which JM will look into and report back to LGB.</p>	<p>SP – JM action</p>
<p><b>1</b> <b>0</b></p>	<p><b>SCHEME OF DELEGATION</b>  This item was discussed following Item 3.  The Scheme of Delegation (SoD) was reviewed to consider the responsibilities of the Board of Trustees, the Executive Head teacher and the Local Governing Board (LGB).</p> <p>A denotes 'Advice' and the &lt; &gt; show the direction of the advice. Governors agreed that the line 'agree and authorise contracts, under 'being strategic' be deleted. It was noted that the financial scheme of delegation is in the Academies Financial handbook.</p> <p>The revised SoD was approved for loading onto the website. It was noted that this will be regularly reviewed.</p> <p>Thanks were given to SP &amp; DS for preparing the SoD for discussion.</p>	<p>SP – SoD on website</p>
<p><b>1</b> <b>1</b></p>	<p><b>PRINCIPAL'S REVIEW</b>  The Head Teacher's report contained the following:</p>	

	<ul style="list-style-type: none"> <li>• Pupil numbers and class organisation.</li> <li>• Data <ul style="list-style-type: none"> <li>○ Foundation stage results</li> <li>○ KS1 SATS</li> <li>○ KS2 SATS</li> <li>○ Data Progress KS1-KS2</li> </ul> </li> <li>• Data - Incidents</li> <li>• Exclusions</li> <li>• Attendance</li> <li>• Common Assessments and Safeguarding</li> <li>• Special Educational Needs and Disabilities Report</li> <li>• Strategic School Development Plan Priority Reports</li> <li>• Strategic School Development Plan Subject Leader Reports</li> <li>• Buildings and Grounds</li> <li>• Appraisal</li> <li>• Continuing Professional Development</li> <li>• Calendar of events</li> </ul> <p>The report was taken as read.</p>	
<p><b>1</b></p> <p><b>2</b></p>	<p><b>ATTENDANCE TARGETS</b></p> <p>The attendance target for 2015/16 was 97% which was met and it was agreed that the target for 2016/17 is to also be 97%.</p>	
<p><b>1</b></p> <p><b>3</b></p>	<p><b>DIRECTOR OF CHILDREN'S SERVICES' REPORT</b></p> <p>The Clerk highlighted a number of points within the Director's Report and trustees noted the report. The report contained the following items:</p> <ol style="list-style-type: none"> <li>1. The Director's Report for the Autumn Term 2016 contained the following matters:</li> <li>2. Governance Liaison Update</li> <li>3. NGA Resources Packs</li> <li>4. National Database of Governors</li> <li>5. A Competency Framework for Governors</li> <li>6. Tootoot</li> <li>7. School Teachers' Review Body</li> <li>8. Ofsted Framework changes</li> <li>9. Assessment of Writing</li> <li>10. Early Analysis of School Performance across Cheshire East 2015/16</li> <li>11. Overview of the work of the Education and Skills Board</li> <li>12. School Improvement.</li> <li>13. Crewe Engineering University Technical College</li> <li>14. Changes to CME Regulations</li> <li>15. Penalty Notices for unauthorised absences</li> <li>16. Updated KCSiE Guidance – <b>Trustees and Governors should read Part 1 and confirm understanding by e-mail to SP.</b></li> <li>17. Virtual School Report</li> <li>18. Primary School Flu Immunisation Programme</li> <li>19. Occupational Health Service Provision</li> <li>20. Model HR policies and procedures</li> <li>21. Rewards Centre</li> </ol>	<p>All Trustees – KCSiES Part 1</p>

	<p>22. Automatic Enrolment  23. SFVS  24. Unofficial School Fund Audit  25. Admission Arrangements for 2018 and subsequent years  26. Out of cohort  27. 30-hour free childcare entitlement and tax free childcare  28. Terrorism bomb threats.</p> <p>Trustee noted the report and the advised that the committees have discussed many of the items already.</p>	
<p><b>1</b>  <b>4</b></p>	<p><b>TRUSTEE DEVELOPMENT</b></p> <p>BW confirmed that she had attended the Trustee Induction training.</p> <p>It was agreed that a Training liaison governor be appointed for both the Board of Trustees and LGB.</p> <p>It was agreed that training for 'Meet the Lead Inspector' to be arranged. ECM can provide a bespoke course with 15 attendees at £30 per head. It was agreed to offer to share the event with other primary schools. It is likely to be a weekday evening. SP to arrange.</p>	<p>Clerk – BoT agenda and LGB agenda</p> <p>SP – ECM training.</p>
<p><b>1</b>  <b>5</b></p>	<p><b>SCHOOL POLICIES</b></p> <p>The following policies had been circulated prior to the meeting: These have been reviewed by the Pupil committee.</p> <ul style="list-style-type: none"> <li>• Child Protection and Safeguarding</li> <li>• Attendance</li> <li>• Behaviour – it was noted that for a pupil search, 2 staff should be present. This amendment was agreed.</li> </ul> <p><b>Q) Appendix relating to head injuries/ playground management plan. Are head injuries always reported to parents?</b></p> <p><b>A)</b> Yes, the child is given a sticker to alert all staff, it is reported on PRIME and a letter sent home to parents. It was noted that all children who fall should be asked if they have hit their head.</p> <p>It was also noted that all head and facial injuries should be reported on PRIME.</p>	
<p><b>1</b>  <b>4</b></p>	<p><b>ANY OTHER BUSINESS</b></p> <p>EB advised that the feedback had been very positive from his meeting with Sarah Bagley, the Safeguarding Lead. It was suggested that she present to governors and be available for a parental induction evening. EB to meet with Sarah termly. When asked what more governors could do, Sarah recommended that trustees take opportunity to say thank you to staff.</p> <p>HA has conducted a SEND link governor visit. It was noted that there is a watch list for SEN.</p>	<p>Clerk – BoT and LGB agenda item</p>

	<p><u>AOB 5 – Birthday Sweets.</u> Trustees were advertised that parents bring in sweets to celebrate their child’s birthday and ask staff to hand them out. However, the H&amp;S adviser has questioned this practice re allergies and conflicting religious beliefs. It was noted that staff are at risk of a complaint and the School promotes healthy eating. Pupils are advised not to open any sweets until they get to their parents. Staff advised that they know what their pupils can and cannot have and supply teachers have provision map information re allergies.</p> <p>It was agreed that this is an operational issue and SP to decide and communicate.</p> <p>AOB – meeting to be held before 19.12.16 for members. This is a meeting for members, trustees and auditors. The agenda needs to be sent out at least 14 days in advance – Clerk to arrange and attend.</p> <p>Mulberry Trust AGM date set as Monday 05.12.16 at 6.30pm. The MAT accounts have to be presented at the AGM and will not be ready for 05.12.16 so will be presented at the following AGM.</p>	<p>Clerk – AGM agenda and calling notice</p>
<p><b>1</b> <b>5</b></p>	<p><b>MEETINGS</b> The next Board of Trustees meeting is to be held immediately after the AGM on 05.12.16.</p> <p>14<sup>th</sup> March 2017 at 6.30pm Board of Trustees.</p> <p>Spring term LGB meeting dates are: Monday 6<sup>th</sup> February 2017 Monday 13<sup>th</sup> February 2017</p> <p>SP to liaise with Clerk re dates for the second half of the term.</p> <p>27<sup>th</sup> June 2017 at 6.30pm LGB</p>	

The meeting closed at 21.55 Hours.

.....Chair

.....Dated