



Virtual Meeting of the Board of Directors

6th July 2021 at 4.30pm via TEAMS

Present: Mrs J Birch, Mr P Bowers, Mr P Bowman, Rev S Douglas, Mr T Field (Chair), Mrs F Hayward, Mr P Hawthorne, Mrs L Howse, Mr D Napier, Mr M Shenton

In Attendance: Miss J Parker - St Nicholas First School
Mrs S Varricchione - Birches First School
Mrs R Green – LAB Lead Birches First School (left the meeting at 6.25pm)
Ms P Tortoishell - Clerk

No.	Item
1	<p>Apologies for Absence:</p> <p>No apologies for absence were received.</p>
2	<p>Membership</p> <p>The Chair confirmed that he had requested approval of the appointment of the new Directors from the Members – Mr M Jevons and Mrs C Shaw approved the appointments.</p> <p>Resolved: that Companies House and the ESFA are to be notified on the new Directors</p>
3	<p>Declaration of Business Interests:</p> <p>No declarations were made for any items on the agenda</p>
4	<p>Minutes of Previous Meeting</p> <p>Resolved – that the minutes of the CMAT Board meeting of 29th April 2021 be approved as a true and accurate account of the meeting</p> <p>– to be signed off by the Chair once COVID-19 restrictions are lifted</p>
	<p>Matters Arising:</p> <p>The Members approval of the new Director appointments is to be followed up <i>Item completed</i></p> <p>A Declaration of Pecuniary and Business Interest form will be re-issued to all Directors by 30th June 2021 in order to ensure an up-to-date and relevant declaration is recorded <i>Item completed</i></p> <p>Directors are to contact TF/DN if they know of anyone interested in taking up one of the vacant posts <i>This item is carried forward</i></p>

<p>The reviewed Complaints Policy is to be sent to PBo <i>Item completed</i></p> <p>Future CEO reports are to include information on vulnerable pupils <i>This item is ongoing</i></p> <p>Building and Health and Safety are to be included in the Finance Report at all future meetings <i>This item is ongoing</i></p> <p>JP will send some video links to BFS and CMS as recommended by the SIAMS Advisor <i>Item completed</i></p> <p>Estates and Safeguarding are to be standing agenda items at all CMAT Board meetings <i>This item in ongoing</i></p> <p>The Board will give further consideration to a PAT testing provider <i>Item completed</i></p> <p>PB will discuss mental health and wellbeing further with the Headteachers <i>Item completed</i></p> <p>VB is tasked with completing the Premises Checklist spreadsheet by 28th May 2021 <i>See agenda number 5</i></p> <p>The Board are to review the number of SEN pupils and SEN provision across the MAT <i>This item is carried forward</i></p> <p>The accounting models will be shared with the Board once BFS and SNFS modelling <i>Item completed</i></p> <p>Full submissions of the accountancy proposal be sent to MS <i>Item completed</i></p> <p>PBo/JB/MS are to meet to discuss the accountancy function further <i>Item completed</i></p> <p>The Vision will be developed further by TF/DN/PB <i>See agenda item 10</i></p> <p>Directors are to send their ideas or concerns on the strategic vision of CMAT to the Chair <i>Item completed</i></p> <p>The Headteachers and PBo are to agree a process for checking and auditing the SCR and report back to the Board <i>See agenda number 16</i></p> <p>A schedule of meetings is to be established and LH informed of the LAB meeting dates <i>This item is carried forward</i></p> <p>LH is to review the LAB minutes / reports and report any best practice / concerns to the Board <i>This item is ongoing</i></p> <p>Directors are to review the Church of England Report <i>Item completed</i></p>

5 Estates Update

Director of Estates Report – circulated with the agenda papers and included updates on:

- Health and Safety Management
 - H&S Audits:
 - BFS = Level 5
 - CMS = Level 3
 - SNFS = Level 5
 - Statutory Testing Compliance
 - The Asset Management information is up-to-date
 - CMS is 76% compliant with Statutory Compliance
 - BFS is 85% compliant
 - SNFS is 82% compliant
 - All compliance activities are now recoded on TAMS
 - Fire Safety
 - All schools undertake weekly testing of fire break points and fire alarms
 - Electrical Testing
 - PAT testing will be carried out at all 3 schools on an annual basis
 - Water Testing
 - Plumber booked to resolve any defects identified for all schools in the summer holiday
 - Asbestos
 - The Asbestos Survey and Register for each site is to be updated annually
 - Training
 - VB completed Fire Risk Assessment Training on 18th May 2021
- Premises and Inspection Summary
 - External
 - Daily/Weekly site inspections take place at all 3 schools by the Site Staff
 - Ground Related issues
 - Trees and forest school concerns at CMS are being monitored
 - Residents concerns at BFS with exterior lighting and fence damage have been resolved
 - Internal
 - Cleaning – some concerns at CMS but now resolved
 - Site Staff Caretaking – provision at CMS under review
 - Catering – BFS and CMS have in-house catering with SNFS using Chartwells
 - Other Works –
 - Successful SEEF lighting bid work at CMS is now completed
 - VB is aware of all other concerns and is working to resolve
 - Covid Update
 - Increased cleaning routines continue
 - Risk assessments amended with new Government guidelines information
- Review of Accidents and Hazards
 - Accidents reported – VB to check this is being completed
 - First Aid and Administration of Medicines – all schools have effective policies and procedures
- Fire safety
 - New pro-forma to be issued to all schools when the FRA's are due for renewal

	<ul style="list-style-type: none"> • Risk Assessments <ul style="list-style-type: none"> ○ VB creating an inventory of Risk Assessments to ensure consistency across all 3 schools ○ New Risk Assessments are drawn up when required in response to new curriculum and or changes to building structure or use • Building Construction and Building Contractors <ul style="list-style-type: none"> ○ All contractors work is carried out in accordance with Staffordshire County procedures ○ BFS roof, fencing and gate work now completed • Building Priorities <ul style="list-style-type: none"> ○ Roofing bid for CMS and a heating bid for SNFS have been successful ○ Future Estates Initiatives/Projects include reviewing best value for grounds, cleaning, catering, waste, and fire safety • Business Continuity Plan for SNFS updated – and in process for BFS and CMS <p>Directors Challenge:</p> <p>There are gaps in the statutory H&S compliance, but most actions will not close the schools. Where is the evidence to support the data and could the data collection be carried out by a less qualified member of staff, leaving VB to take overall responsibility?</p> <p>A. The H&S for CMAT is a large responsibility and the accountable person is the Estates Manager, reporting to the Operations Director, reporting to the CEO. The Chair suggested an external review of H&S systems as the numbers hold no validity without the evidence to support the numbers.</p> <p>Resolved: i) that VB be thanked for her report – presented by the OD in VB’s absence ii) that the OD will arrange for John Burdett to carry out the H&S audit with a clear brief of what’s required (FH to also be involved) iii) that an internal audit of H&S it to take place by 31st August 2021 iv) that by the next Board meeting CMAT is to be fully compliant with the evidence to support compliance</p>
<p>6</p>	<p>Chairs Power to Act - revised School Admissions Code</p> <p>The new Schools Admissions Code for BFS and SNFS had been circulated with the agenda papers – giving priority to Children Looked After and previously Looked After.</p> <p>Resolved: that the Directors give their approval to the new Admissions Codes</p>
<p>7</p>	<p>CEO Report</p> <p>The CEO Report had been circulated to the Directors and included:</p> <ul style="list-style-type: none"> • Summer Term <ul style="list-style-type: none"> ○ Attendance has been high across the MAT ○ Wellbeing has been discussed at LAB meetings • Capital Projects <ul style="list-style-type: none"> ○ Meeting planned with the Entrust CIF team to identify and scope a further round of bids • 2021/2022 <ul style="list-style-type: none"> ○ Directors and Headteachers remain committed to firmly establishing an effective centralised structure ○ A priority is to firmly establish, and crucially resource, a central “educational” leadership team ○ Initial steps have already been taken to centralise the SEN functions across the MAT

	<ul style="list-style-type: none"> ▪ Ruth Connolly from CMS will assume the role of CMAT SENCO and will establish shared practice across the 3 schools ○ Plans are also in place to establish consistent use of data across the schools to identify gaps and support with central resources ○ From September 2021, all pupils will undergo 'GL Assessments' to benchmark pupil performance • Next Steps include: <ul style="list-style-type: none"> ○ Hub Review – see agenda number 13 ○ Considering establishing a more effective (and financially expedient) option of distributed leadership across the 3 schools – see agenda number 18 • BFS <ul style="list-style-type: none"> ○ Supporting the school to be Ofsted ready <ul style="list-style-type: none"> ▪ External review to take place in September 2021 <p>Resolved: that the CEO be thanked for his reports and updates</p>
<p>8</p>	<p>Safeguarding</p> <p>LH expressed her concerns on the schools Single Central Records:</p> <ul style="list-style-type: none"> • There is a need for someone from each school to check their part of the SCR for new staff and volunteers <p>RG added that there is no CMAT SCR – they are still 3 separated documents – RG recommended they are merged into a single document with filters to pull out individual information when required</p> <p>LH has attended the LAB meetings at BFS and SNFS and suggested changing the wording in polices from boys/girls to children No LAB reports have been received from any school</p> <p>Resolved: i) that the updates be received with thanks ii) that the OD will speak to LR about the concerns with the SCR iii) LH is to develop a one page outline for CMAT/LAB safeguarding processes iv) that Level 1 Safeguarding training needs are to be identified – to take place by December 2021 v) that a schedule of LAB meeting dates for 2021/2022 is to be agreed, together with the agendas vi) that a clerk is to be appointed to the LABs</p>
<p>9</p>	<p>Health and Safety Update</p> <p>See Estates update Report – agenda number 5.</p>
<p>10</p>	<p>CMAT Vision</p> <p>The Chair confirmed that CMAT has a clear identity with a focus on education and learners and it is encouraging to hear that the schools will be working more closely together. A meeting between Jeff Marshall and TF/DN/JB discussed the academy landscape – policies (no change), the Hub central service, financial viability and growth:</p> <p>The MAT is not ready for growth but should be prepared to grow, and develop a Growth Plan Strategy to include:</p> <ul style="list-style-type: none"> • Only link with one school per annum • Recognise the geography of the joining school and CMAT • Only join with a school in the 3-tier system

	<ul style="list-style-type: none"> • Balance successful schools with schools that need support • Partnership with the Diocese <p>The draft notes on the Growth Plan had been circulated to Directors and the Chair added that CMAT is to develop expectations for growth and quantify them over the next year.</p> <p>Bishop Fleming will support the central financial processes and review Hub activity/processes.</p> <p>Directors Challenge:</p> <p>What is the LA's strategy for growth in the area?</p> <p>A. The LA do not have a strategy as most schools are moving to academisation. Section 106 funding from development in the area is centralised but it is believed there is discussion about building a new first school. There is space in the middle schools locally and at the High School.</p> <p>Resolved: i) that the Chair be thanked for his update ii) that TF/DN/PB/PH will continue to work on the Growth Plan strategy over the summer 2021</p>
<p>11</p>	<p>Centralised SENCO</p> <p>See CEO Report.</p> <p>It is also noted that the number of students with needs is growing across the schools and a mental health crisis is likely.</p> <p>With RC taking on the role of CMAT SENCO additional resources will be created over the next year to support pupils with additional needs.</p> <p>CMAT is also considering a central Teaching Assistant team to enable support to be directed towards the area of most need.</p> <p>Provision to support pupils is over and above the funding provided for additional needs.</p> <p>Resolved: i) that the update be received with thanks ii) that schools will extrapolate how much has been spent of SEN children over the past two years to ascertain staffing requirements for the future</p>
<p>12</p>	<p>Growth Plan for Approval</p> <p>See agenda number 10.</p>
<p>13</p>	<p>Hub Review – Update and Next Steps</p> <p>See agenda numbers 7 and 10.</p>
<p>14</p>	<p>Policy Review and Procedures</p> <p>The following policies have been reviewed for approval by the Board:</p> <ul style="list-style-type: none"> • Charges and Remissions (hire charges now more competitive) • Complaints • Whole School Pay Policy <p>Directors Challenges:</p> <p>Does the £23 per hour charge for the hire of a school hall include insurance provision?</p> <p>A. No, it is the responsibility of the hirer to provide their own insurance cover.</p>

	<p>What is the change to the figure in the Pay Policy?</p> <p>A. The figures have been updated to show the national level of pay rates – see pages 6, 14, 17 and 19.</p> <p>Resolved: that the Board give their approval to the reviewed policies</p>
<p>15</p>	<p>Christian Distinctiveness – St Nicholas</p> <p>JP reported that all the usual end of term plans are to go ahead:</p> <ul style="list-style-type: none"> • The Church service will take place on the school field and pupils presented with Bibles <p>Worship will continue face-to-face with effect from September 2021, but the school is considering a blended approach to worship.</p> <p>Resolved: that JP be thanked for her update</p>
<p>16</p>	<p>LAB Meeting updates</p> <p>See agenda number 8.</p> <p>It is noted that the SNFS LAB meeting has taken place and the minutes are to be circulated.</p> <p>Resolved: that all LAB meetings are to take place jointly with effect from autumn 2021</p>
<p>17</p>	<p>Finance Update</p> <p>Management Accounts to 31st March 2021:</p> <ul style="list-style-type: none"> • CMAT <ul style="list-style-type: none"> ○ Total income = £95,663 ○ Total Expenditure = £95,439 ○ Surplus = £224 ○ Year-end expected deficit = -£32,264 • BFS <ul style="list-style-type: none"> ○ Total income = £280,104 ○ Total Expenditure = £715,649 ○ Deficit = -£435,545 ○ Year-end expected deficit = -£90,122 • CMS <ul style="list-style-type: none"> ○ Total income = £1,614,715 ○ Total Expenditure = £1,760,161 ○ Deficit = -£145,446 ○ Year-end expected deficit = -£140,020 • SNFS <ul style="list-style-type: none"> ○ Total income = £936,422 ○ Total Expenditure = £997,517 ○ Deficit = -£61,095 ○ Year-end expected deficit = -£107,667 <p>The OD added that:</p> <ul style="list-style-type: none"> • Bishop Fleming has taken on payroll with immediate effect • Deficits are due to: <ul style="list-style-type: none"> ○ Additional Covid expenses of £250,000 ○ Loss of revenue from wrap around care ○ Additional staffing costs to support pupils and their anxieties

	<ul style="list-style-type: none"> The Interim Auditors Report has been received and circulated to Directors – work is ongoing to address the actions <p>It is also noted that:</p> <ul style="list-style-type: none"> DN is still working on the school budgets The budgets are not ready to present as the information is corrupt – this is being addressed The Hub is to have its own set of management accounts 2021/2022 will be a deficit year Any future contracts are to be within the reporting window of CMAT – September to August The Internal Audit highlighted concerns with P Cards and staff bypassing proper processes <ul style="list-style-type: none"> Staff have been informed that they should revert back to pre-Covid processes – purchase orders must be raised and approved If systems are not followed then purchases will not be approved The OD is to inform all card holders of the need to follow financial processes <p>DN presented the new budget format that he has been working on:</p> <ul style="list-style-type: none"> There are currently several hundred ledger codes Those not used are being removed <p>Directors Challenge:</p> <p>Are there any additional staffing costs expected that may increase the deficits?</p> <p>A. Until DN has discussed individual budgets with the Headteachers this cannot be assessed. DN and the Headteachers are to go through the budgets in finite detail – new staffing for 2021/2022 and guaranteed income will be included. JP added that staff absence also needs to be reviewed as part of the financial savings considerations.</p> <p>Resolved: that the OD and DN be thanked for their reports and updates</p>
<p>18</p>	<p>Financial Savings</p> <p>See Confidential Appendix</p>
<p>19</p>	<p>Date and time of next meeting</p> <p>The next Board meeting dates for 2021/2022 are to be confirmed.</p> <p>The AGM is to be postponed until September 2021 – Chair to notify Members.</p> <p>The Chair is to write to all staff, on behalf of the Board, to thank them for all their hard work over the past year.</p> <p>Thanks are also given to the Chair for leading the Board and to DN for all his work on the budgets.</p>

The meeting closed at 7.15pm

Chair

Date

Item No	Action	By Whom	By When
2	Companies House and the ESFA are to be notified on the new Directors	OD	21 st July 2021
4	Directors are to contact TF/DN if they know of anyone interested in taking up one of the vacant posts	All	Ongoing
4	Future CEO reports are to include information on vulnerable pupils	PB	Ongoing
4	Building and Health and Safety are to be included in the Finance Report at all future meetings	OD	Ongoing
4	Estates and Safeguarding are to be standing agenda items at all CMAT Board meetings	OD/Clerk	Ongoing
4	The Board are to review the number of SEN pupils and SEN provision across the MAT	RG	30 th Sept 2021
4	A schedule of meetings is to be established and LH informed of the LAB meeting dates	TF/PB	21 st July 2021
5	The OD will arrange for John Burdett to carry out the H&S audit with a clear brief of what's required (FH to also be involved)	OD	30 th Sept 2021
5	An internal audit of H&S is to take place by 31 st August 2021	VB	31 st Aug 2021
5	By the next Board meeting CMAT is to be fully compliant with the evidence to support compliance	VB	22 nd Oct 2021
8	The OD will speak to LR about the concerns with the SCR	OD	21 st July 2021
8	LH is to develop a one page outline for CMAT/LAB safeguarding processes	LH	21 st July 2021
8	Level 1 Safeguarding training needs are to be identified – to take place by December 2021	PB/JP/SV	Dec 2021
8	A clerk is to be appointed to the LABs	TF/PB	30 th Sept 2021
10	TF/DN/PB/PH will continue to work on the Growth Plan strategy over the summer 2021	TF/DN/PB/PH	31 st Aug 2021
11	Schools will extrapolate how much has been spent of SEN children over the past two years to ascertain staffing requirements for the future	PB/JP/SV/OD	30 th Sept 2021
16	Schools will extrapolate how much has been spent of SEN children over the past two years to ascertain staffing requirements for the future	PB/JP/SV	30 th Sept 2021
19	Chair to notify Members of the postponed AGM and write to all staff, on behalf of the Board, to thank them for all their hard work over the past year	TF	21 st July 2021