

Virtual Meeting of the Board of Directors

29th April 2021 at 5.00pm via TEAMS

Present: Mrs J Birch, Mr P Bowers, Mr P Bowman, Rev S Douglas, Mr T Field (Chair), Mrs F Hayward, Mrs L Howse (left the meeting at 6.15pm), Mr D Napier, Mr M Shenton (joined at 5.40pm due to technical difficulties)

In Attendance: Miss J Parker - St Nicholas First School
Mrs S Varricchione - Birches First School
Mrs B Buckley – Hub Estates Lead (left the meeting at 6.00pm)
Miss Louisa Griffiths – LAB Lead St Nicholas First School (left the meeting at 6.25pm)
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, but, to date, only one Member had responded.</p> <p>Resolved: that the Members approval of the new Director appointments is to be followed up</p>
3	<p>Declaration of Business Interests:</p> <p>It is noted that DN declared an interest in his Carbon Neutral Academy work.</p> <p>Resolved: that 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</p>
4	<p>Minutes of Previous Meeting</p> <p>Resolved – that the minutes of the CMAT Board meeting of 11th February 2021 be approved as a true and accurate accounts of the meeting</p> <p>– to be signed off by the Chair once COVID-19 restrictions are lifted</p>
	<p>Matters Arising:</p> <p>Directors are to contact TF/DN if they know of anyone interested in taking up one of the vacant posts</p> <p><i>This item is carried forward</i></p>

	<p>TF is to write to the Members for approval of the new Director appointments <i>This item is completed but see agenda number 2</i></p> <p>FH will review the model Complaints policy for use by CMAT <i>This item is completed, and the policy is to be sent to PBo</i></p> <p>Mental Health and Wellbeing Risk Assessments to be reviewed in May 2021 <i>See agenda number 5</i></p> <p>Board members also consider writing to the MP as a reminder of the 3 tier system in DfE decisions <i>This item is completed – an acknowledgement response received</i></p> <p>Future CEO reports are to include information on vulnerable pupils <i>This item is ongoing – see agenda number 6</i></p> <p>PBo will clarify the surplus/deficit query raised by JP – Table B of the January 2021 Finance Report <i>This item is completed</i></p> <p>Directors expect receipt of a Statutory Compliance and Health and Safety Report directly from the Hub HR employee at the next meeting <i>See agenda number 5</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 – see agenda number 5</i></p> <p>An Estates Report is to be a standing agenda item at all Board meetings <i>This item is ongoing – see agenda number 5</i></p> <p>JP will send some video links to BFS and CMS as recommended by the SIAMS Advisor <i>This item is carried forward</i></p> <p>DN will send the Safeguarding/Wellbeing agenda to LH for comment <i>This item is completed</i></p> <p>Safeguarding is to be a standing agenda item at all Board meetings <i>This item is ongoing – see agenda number 9</i></p>
<p>5</p>	<p>Estates Update – presented by Vicki Buckley</p> <p>Roles and Responsibilities:</p> <ul style="list-style-type: none"> • Condition Improvement Fund/Salix Energy Efficient Fund bids • Covid compliance and Personal Protective Equipment • Building and Grounds • Statutory compliance • Managing Cleaning, Catering and Site staff • Health and Safety <p>Statutory Compliance is Managed through:</p> <ul style="list-style-type: none"> • Entrust portal • TAMS system – Health and Safety software

- Entrust Managed system
- Site staff
- Estates/School managed systems

Premises checklists:

- Completed for all schools through the central point of access, ensuring no test/check is overlooked
- Premises checklist spreadsheet developed with the support of FH that will feed into TAMS
 - Spreadsheet still to be completed
- Planned maintenance through the Entrust portal to be integrated into TAMS

Director of Estates Report – circulated with the agenda papers:

- Health and Safety Management:
 - Health, Safety and Wellbeing Audits - recommendation
 - Statutory Testing Compliance
 - Fire Safety:
 - Electrical Testing - recommendation
 - Water Testing
 - Asbestos
 - Health and safety Training
- Premises Inspection summary:
 - External
 - Internal
 - Site Staff – recommendation
 - Catering
 - Emergency Work
 - COVID Update
 - COVID Risk Assessments
- Review of Accidents and Hazard Reports:
 - Accidents Reported
 - First Aid and Administration of Medicines
- Fire Safety:
 - Fire Risk assessment training being investigated by VB
- Risk Assessments:
 - Reviewed and updated as necessary and in accordance with County Risk Assessment formats and include:
 - Educational Visits
 - Individual Risk assessment for staff
 - New curriculum and or changes to building structure or use
- Building Construction and Building Contractors:
 - Including sharing and signing of Asbestos Registers and a Contractors Declaration confirming sight of the Asbestos Survey
- Building Priorities:
 - CIF Bids
 - Recent Capital work
 - Future Estates Initiatives/Projects
 - Driving Best Value
 - Grounds
 - Cleaning/Catering
 - Waste Contract
 - PAT Testing
 - PPE/Covid Consumables

	<ul style="list-style-type: none"> ○ Fire safety ○ Business Continuity Plans <p>Recommendations for the Board to Consider:</p> <p>1. PAT Testing: Would the board prefer all schools were completed annually? The Board considered training one of the site staff to complete the testing for all schools or contracting with a provider, who would provide and full report on testing. The Board agreed that PAT testing best practice should be standard across all schools.</p> <p>2. Mental Health and Wellbeing Team Stress Assessment for the Hub: CMAT Board to consider approval? The Board discussed the appropriateness of a Hub Team Stress Assessment in terms of costs, Service Level Agreement, the ongoing work throughout all schools on staff mental health and wellbeing, and whether a snapshot would truly reflect the true picture. The Board agreed that the schools already have the evidence that they integrate mental health and wellbeing into their school practices and procedures and there is no need for a Hub Team Stress Assessment.</p> <p>3. The appointment of a Senior Site Technician That the Board undertake a review to assess the viability and value of the appointment of a full time CMAT Senior Site Technician to have responsibility for all the Trusts Site Technician Staff and Cleaning Staff, with part of the role being dedicated to daily Site Technician support at CMS? The Board agreed to discuss this under agenda number 8.</p> <p>Resolved: i) that VB be thanked for her presentation and comprehensive report ii) that the Board will give further consideration to a PAT testing provider iii) that PB will discuss mental health and wellbeing further with the Headteachers iv) that VB is tasked with completing the Premises Checklist spreadsheet by 28th May 2021 and that PBo is to ensure some protected time is given to the task, which should include evidence to support the information</p>
<p>6</p>	<p>CEO Report</p> <p>The CEO Report had been circulated to the Directors and included:</p> <ul style="list-style-type: none"> • Reopening of schools – <i>schools feel like they are returning to normal despite the ongoing restrictions</i> • School Development Plans – <i>discussions are taking place on the 2021/2022 priorities</i> • Transition – <i>to be a focus during the summer term 2021</i> • Wellbeing – <i>discussed at the LABs and to be a focus for at least the next two years</i> • Academic Catch-up – <i>costs to be agreed to move pupils forward – pupils are doing well academically, and the CEO is confident that pupils will move forward with all schools working together</i> • Special Educational Needs – <i>the Board need to review SEN provision as more pupils with significant difficulties or high need are now attending the schools. Schools within the pyramid are also discussing a pyramid approach to the concerns</i> • Covid lessons learned and positive legacy – <i>the positive legacy is to be reviewed and carried forward by the schools</i> • Local Academy Boards – <i>the development of the LABs has been a positive move forward and will enhance the provision of the MAT</i>

	<ul style="list-style-type: none"> Budgets – <i>Directors and Headteachers need accurate information to be effective and thanks are given to the work of DN in developing a new format for budget information</i> <p>Resolved: i) that the CEO be thanked for his reports and updates ii) that the Board are to review the number of SEN pupils and SEN provision across the MAT</p>
7	<p>Finance Update</p> <p>Management Accounts:</p> <ul style="list-style-type: none"> The work completed by DN on the CMS accounts has been shared with JB for review The new modelling will give accuracy of information for the Board and Headteachers The projections figures have improved and have been validated – based on worst case scenarios Calendars have been incorporated into the model for income and expenditure The coding lines have been reduced to avoid postings to the wrong line <p>S4S Accounting Function Replacement: See report circulated with the agenda:</p> <ul style="list-style-type: none"> The auditors recommended that CMAT use the services of an accountant for the Accounting Function The report outlines the key findings and possible savings by using another provider <ul style="list-style-type: none"> Core services provision Value added / efficiency provision <p>Recommendations for consideration by the Board:</p> <ol style="list-style-type: none"> That CMAT only look to outsourcing only our core accounting function initially. Due consideration can then be given to other services at a later date. This being the case is it fair to then dismiss the quotation from Amethyst Advisory Ltd? CMAT engage in further discussions with Bishop Fleming and School Business Services as our short-listed bidders Following discussions with short-listed bidders CMAT engage with the successful partner as preferred bidder with a view to letting the contract from June 2021 for a smooth handover on 1st September 2021 <p>Directors Challenges:</p> <p>Is the baseline figure accurate and when does the S4S contract end?</p> <p>A. By moving to an accountancy organisation and based on what they are reporting there will be significant savings by ending the contact with S4S (September 2021) and no longer using the services of GS Education. The Board will receive standardised reports from a new organisation.</p> <p>What will be the benefit of moving to another company?</p> <p>A. A cost saving and the use of other services, if required. It is suggested that CMAT contract for accounting services in the first year and then review other services provided.</p> <p>What is the risk associated with a new contract? Will CMAT be signing a 3 year contract?</p> <p>A. Commitment of the contract length is to be discussed at the next stage of negotiations if the recommendations are approved. It is thought that a new provider will initially pitch for a 3 year contract.. A risk would be that the new contract provider is less efficient than S4S.</p>

	<p>Following discussion on the recommendations a proposal of acceptance was put to the Board, which was seconded, and all Directors were in favour on the proposal.</p> <p>Staff Absence Insurance: See report circulated with the agenda which included:</p> <ul style="list-style-type: none"> • Costs of insurance for each school for 2021/2022 – a total of £56,521 • The type of absence covered <p>It is noted that insurance policies only take effect after 5 days of absence and that the Headteachers are supportive of the recommendations.</p> <p>Recommendations for consideration by the Board:</p> <ol style="list-style-type: none"> 1. The Trust self-insures 2. That £56,521 be ring fenced specifically for contributing to the costs of staff absence 3. The Trust self-administer a staff absence insurance “scheme” along the same principles as our current provision 4. The Trust review annually to ensure best value and effective management of the risk <p>Directors Challenges:</p> <p>Do the quotes cover every member of staff? A. No, the details of staff covered are included in the report.</p> <p>If the Board do not approve the recommendations and wish to take out insurance cover is anything lost – e.g. premium loyalty reductions? A. No, there are no premium loyalty reductions on insurance costs.</p> <p>Has other insurance companies premium costs been considered? A. Yes, through an education broker.</p> <p>Following discussion on the recommendations a proposal of acceptance was put to the Board, which was seconded, and all Directors were in favour on the proposal.</p> <p>Resolved: i) that PBo be thanked for his reports and updates ii) that DN be thanked for all his work and the hours put in to completing the new modelling iii) that the accounting models will be shared with the Board once BFS and SNFS modelling has been completed iv) that full submissions of the accountancy proposal be sent to MS v) that PBo/JP/MS are to meet to discuss the accountancy function further</p>
<p>8</p>	<p>Becoming a Strategic Board (Future of CMAT)</p> <p>The Chair presented the strategic requirements for the future of CMAT:</p> <ul style="list-style-type: none"> • CMAT need a strategic direction • To start to develop the strategic direction CMAT need a strategic vision: <ul style="list-style-type: none"> ○ Why – timeless, internally generated, specific ○ What – time specific, recognises changes, identifying objectives ○ How – short term goals, detailed and specific, linked to objectives • The strategic vision to be set by the Board needs to be challenging yet achievable • It should: <ul style="list-style-type: none"> ○ Define CMAT

	<ul style="list-style-type: none">○ Be relevant regardless of a changing world○ Be built around the CMAT values○ Resonate with the whole organisation○ Be in the best interests of pupils and community○ Communication frequently○ Address the commercial and education elements of CMAT <p>Governors Comments:</p> <p>The presentation was very inspiring. Directors need to put the time into the future of CMAT The main factor should be the education element, but it has never been written down. Ensure the vision is clear and understandable. If CMAT can say 'yes' then we will.</p> <p>Resolved: i) that the Chair be thanked for his presentation ii) that the Vision will be developed further by TF/DN/PB iii) that Directors are to send their ideas or concerns to the Chair</p>
9	<p>Safeguarding</p> <p>LH informed the Board that:</p> <ul style="list-style-type: none">● She has not attended any LAB meetings● Has had discussions with JP/SV/P/PB (CMS) and LG (LAB Lead at SNFS)● The Safeguarding Agenda has been distributed to all schools● A report has been received from CMS – yet to be reviewed <p>LH asked for clarification on her role as Safeguarding Lead on behalf of CMAT:</p> <ul style="list-style-type: none">● If reports are generated by the Designated Safeguarding Leads is there evidence of independent challenge from the LABs?● Has the LABs identified a member to continue with the safeguarding link visits to schools? <p>The Board agreed that:</p> <ul style="list-style-type: none">● The Board does not need to see all reports, but that LH should manage by exception and report any concerns to the Board● The Single Central Record is held centrally by the Hub and needs to be checked regularly, by an independent person (LR is responsible for completion, but should not be checking)● A full SCR report has been completed by the Hub – PBo to check date and report details● LH should have details of LAB meetings to ensure timely safeguarding reporting● All SCRs need to be aligned <p>Directors Concerns:</p> <p>The lack of local knowledge or communications with each schools SCR. The process of verification needs to be agreed</p> <p>Resolved: i) that the Headteachers and PBo are to agree a process for checking and auditing the SCR and report back to the Board ii) that a schedule of meetings is to be established and LH informed of the LAB meeting dates</p>

	<p>iii) that LH is to review the LAB minutes / reports and report any best practice / concerns to the Board</p>
10	<p>Policy Review and Procedures</p> <p>It is noted that there are no policies due for review and approval.</p>
11	<p>Christian Distinctiveness – St Nicholas</p> <p>See Report from the Church of England circulated with the agenda papers - Called, Connected, Committee, 24 Leadership Practices for Educational Leaders:</p> <ul style="list-style-type: none"> • Everything done by leaders links to the Bible • Some of the questions asked are not exclusively Christian – e.g. integrity <p>Directors Challenge:</p> <p>Do you know when SIAMS are starting inspections again?</p> <p>A. No, but SIAMS usually follow Ofsted directives.</p> <p>Resolved: i) that JP be thanked for her report and update ii) that Directors are to review the Church of England Report</p>
12	<p>LAB Meetings Updates</p> <p>DN reported that:</p> <ul style="list-style-type: none"> • The first round of LAB meetings has commenced • RG is the lead at BFS • LG is the Lead at SNFS • No lead appointed to date at CMS • The aim is for reporting by exception <p>RG updated the Board on BFS:</p> <ul style="list-style-type: none"> • Compliance of the BFS website completed • Lunchtime activities observed • Support given to the Headteacher on changes • Communication with other LAB members taken place <p>LG updated the Board on SNFS:</p> <ul style="list-style-type: none"> • Both LAB meetings have taken place <ul style="list-style-type: none"> ○ Both short but effective • Experience governors make up the LABs membership • LG has attended both meetings • The Teaching and Learning LAB had a presentation by a teacher, and this will continue at future meetings with a different teacher presenting <p>DN updated the Board on CMS:</p> <ul style="list-style-type: none"> • Both LABs have been repopulated • The Teaching and Learning LAB membership includes an ex-teacher from BFS, a primary school teacher and a parent • Data had been presented to the T & L meeting: <ul style="list-style-type: none"> ○ Year 5 assessments as at September 2020 = 92/97 – lower than the baseline of 100 ○ By March 2021 Year 5 scoring reached 103.5/101.6

	<ul style="list-style-type: none">• DN is to write to all staff to thank them for their hard work in improving pupils progress <p>Resolved: that DN/RG/LG be thanked for their updates</p>
13	<p>INSET Dates 2021/2022</p> <p>The proposed dates for the 2021/2022 academic year are:</p> <ul style="list-style-type: none">• 1st September 2021 – all schools• 22nd October 2021 – all schools• 18th December 2021 – CMS• 4th January 2022 – BFS• 28th February 2022 – all schools• 6th June 2022 – BFS/SNFS• 21st July 2022 – SNFS/CMS <p>Resolved: that Directors approve the planned INSET dates for 2021/2022</p>
14	<p>Date and time of next meeting</p> <p>The next Board meeting will take place on 6th July 2021 at 4.30pm</p> <p>Date of the Finance and Audit Committee</p> <p>The next Finance and Audit Committee meeting is to be confirmed</p> <p>Date of the Annual General Meeting</p> <p>The Annual General meeting 2021 meeting date is to be confirmed</p>

The meeting closed at 19.30

Chair

Date

Item No	Action	By Whom	By When
2	The Members approval of the new Director appointments is to be followed up	TF	6 th July 2021
3	A Declaration of Pecuniary and Business Interest form will be re-issued to all Directors by 30 th June 2021 in order to ensure an up-to-date and relevant declaration is recorded	PBo	6 th July 2021
4	Directors are to contact TF/DN if they know of anyone interested in taking up one of the vacant posts	All	6 th July 2021
4	The reviewed Complaints Policy is to be sent to PBo	FH	31 st May 2021
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	PBo	Ongoing
4	JP will send some video links to BFS and CMS as recommended by the SIAMS Advisor	JP	31 st May 2021
4	Estates and Safeguarding are to be standing agenda items at all CMAAT Board meetings	Clerk	Ongoing
5	The Board will give further consideration to a PAT testing provider	All	6 th July 2021
5	PB will discuss mental health and wellbeing further with the Headteachers	PB	31 st May 2021
5	VB is tasked with completing the Premises Checklist spreadsheet by 28 th May 2021	VB	28 th May 2021
6	The Board are to review the number of SEN pupils and SEN provision across the MAT	All	6 th July 2021
7	The accounting models will be shared with the Board once BFS and SNFS modelling has been completed	DN	31 st May 2021
7	Full submissions of the accountancy proposal be sent to MS	PBo	31 st May 2021
7	PBo/JB/MS are to meet to discuss the accountancy function further	PBo/JN/DN	31 st May 2021
8	The Vision will be developed further by TF/DN/PB	TF/DB/PB	6 th July 2021
8	Directors are to send their ideas or concerns on the strategic vision of CMAT to the Chair	All	30 th June 2021
9	The Headteachers and PBo are to agree a process for checking and auditing the SCR and report back to the Board	PB/JP/SV/PBo	6 th July 2021
9	A schedule of meetings is to be established and LH informed of the LAB meeting dates	PB	6 th July 2021
9	LH is to review the LAB minutes / reports and report any best practice / concerns to the Board	LH	Ongoing
11	Directors are to review the Church of England Report	All	6 th July 2021