

**Minutes of the MAT Meeting held on Tuesday 9 January 2018 at 5.00 pm - Community Reception Meeting Room, Hinchingsbrooke School**

**Present:** Andrew Goulding (AEG) - CEO Paul Fenney  
 Brian Message (BM) – Chair Dave McMillan – Finance Director (DRM)  
 Charles Glanville Robin Gildersleeve  
 Gary Weston Bev Curtis  
 Cliff Fluet

**In attendance:** Leigh Message  
 Debbie Warner (DW) – Clerk

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| 1. | <b>Introductory remarks from the Chairman (BM)</b>  |
|    | BM opened the meeting and welcomed Leigh Message and Cliff Fluet. The previous minutes were approved and signed by the Chair.   |
| 2. | <b>Update on Legal Process (DRM)</b>  |
|    | DRM confirmed that contracts have been novated across and GW added that things seemed to be going well from Cromwell’s point of view with parents feeling optimistic.   |
| 3. | <b>ACES Finances (DRM)</b>  |
|    | <p><b>Following on from the meeting, further work was undertaken on the financial forecasts.</b> After factoring in additional recruitment costs, cover costs for absent teachers and MAT formation costs and a further 1-2% pay increase for support staff (a national award beyond the control of the school) projections for an in-year surplus at Hinchingsbrooke were reduced from £211,000 to £105,000. Cromwell’s in-year surplus was reduced from £110k to £100k. The rosy Cromwell position reflects the fact there has been no Headteacher in place for much of this year. A new head would be in place for the 2018/19 year. Hinchingsbrooke also has vacancies that are unfilled which is helping this year’s figures but is unsustainable.</p> <p>The Hinchingsbrooke £105,000 surplus comprises a school operating profit of £75k, a contribution of £33k from HSSP and a £3k deficit from HBK Leisure.</p> <p>BM enquired about the SLT set up within Hinchingsbrooke School and AEG confirmed that HBK had been restructured to spread the leadership following Lee Walker’s departure. The current model of 2 x VP and 8 AP works well and saved costs. RG acknowledged the extra workload that AEG has taken on as part of this restructure and working on the MAT. The current model of Hinchingsbrooke’s SLT will remain the same for next year but with the addition of a SENDCo.</p> <p>AEG advised that he was yet to receive a response from MDIF to confirm whether his bid for £100,000 has been successful. Part of the money is likely to be used to employ a “super” SENDCO who would be able to offer advice and guidance on special needs and disabilities from KS1-KS5 and become a member of the SLT for the MAT.</p> <p>With regard to the forecast for 2018/2019 school year, the further work done on the forecasts reduced the reported Cromwell surplus of £9,000 to a deficit of £45,000. The reported Hinchingsbrooke surplus of £63,000 was reduced to a deficit of £98,000. This forecast factored in the</p> |

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|    | <p>1% annual pay rises and pension contributions rising to 18%. But not a potential pay award of 2%. We will know the likelihood of this over the coming months.</p> <p>Combining the opening positions for both schools with the current year surpluses provides an end of 2017/18 position of just short of £300,000. This end of year position reduces to just under 200k by the end of 2018/19.</p> <p>For further financial information see the analysis at the end of this document. This will be discussed further at the next meeting.</p> <p>A discussion was had about schools joining the MAT. AEG has already been in contact with a number of schools but now the MAT is up and running, it would be a good time to do some marketing and revisit some of the schools. GW felt there was still some work to do in terms of branding/image. AEG confirmed he and DRM have a meeting next week with e4education to design a website with connectivity between the individual school websites and the ACES Academies Trust website. LM suggested making a video with a clear narrative to send out to schools prior to visiting them.</p>   |
| 4. | <p><b>Deployment of Surplus (BM)</b></p>  |
|    | <p>A discussion was had over how best to utilise the then forecast surplus. AEG advocated the appointment of an Income Generator on a short-term contract to source out funding opportunities from companies and charities who offer money to help in education. PF warned there was a need to distinguish between one-off funding and continuous funding which could support staff positions and it was agreed that key objectives for the role should be set out clearly. All were in agreement to seek to employ such a person but there was a need to define the role. BM thought the position should be employed by the MAT rather than sitting outside the organisation. BM was to put a 1 page document together outlining objectives and looking into the cost of hiring such as person. All agreed this would be likely to have huge potential.</p> <p>An alternative approach was discussed where we look at someone developing a fundraising strategy to indicate the best areas in which to fundraise and likely chances of success. This position would be reviewed again at the next meeting.</p> <p>Alumni and parent sponsorship could be considered for voluntary contributions and LM advised that initial conversations could be had with organisations such as Spotify.</p> |
| 5. | <p><b>Governance matters (AEG)</b></p>  |
|    | <p>Following the last meeting, AEG went through the Scheme of Delegation document outlining minor changes. The Matrix has been re-written in NGA format.</p> <p>Page 8: The Trust aims to have an odd number of members.</p> <p>Page 9: The Board of Directors aim to have an odd number of directors, at least 7 non-executives, 1 to be appointed by the Trustees of Hinchingsbrooke as per our Articles.</p> <p>Page 10: The Chair of the Board of Directors will be appointed by the members.</p> <p>Slight amendments were made to the committees with a Chair to be agreed for each committee:</p> <ul style="list-style-type: none"> <li>LGB (AEG)</li> <li>Innovation and Standards (RG)</li> <li>Human Resources (BJC)</li> <li>Finance and Premises (PF)</li> <li>Audit and Risk (TBC)</li> </ul>   |

All agreed with the Chairs nominated for each committee. Audit and risk still need to have a Chair allocated. It was agreed that save for Finance and Risk, the other committees wouldn't be completed until such time as we knew whether St Ivo would be joining us.

Page 1: Local Governing Bodies - new wording was proposed as: The percentage of Governors elected by parents may not exceed 34% but additional parents with specific skills may be co-opted and the membership of the LGB should be the Headteacher Governor, Staff Governor (min 1, max 2), Parent Carer Governors (min 2, max 3 elected by parents).

Governors co-opted by the LGB (min 2, max 6).

In the case of HBK, 1 Governor needs to be appointed from Foundation.

PF asked for clarification whether he is a Director in own right or by appointment of the Foundation. It was agreed he should be the latter and as such his appointment will need to be ratified at the next Trustees meeting.

AEG advised that the smallest number of Governors is 6 (7 for HBK) with 2/6 parents elected and biggest size of LGB is 12.

Page 21: new format

Clarification between blue and red blue is board level and red local Governing board level.

PF referred to a few areas showing possible conflict.

AEG to liaise with RG to write up Innovations Committee.

Currently there are not enough directors and page 12 should be changed from 3 to 2 directors in order to be quorate.

All were in agreement with Scheme of Delegation subject to these few minor changes.

The policies which had been circulated by DRM were agreed subject to the following minor changes:

*Discipline and Grievance Policy:*

Notice given to members should be a uniform 10 days.

*Complaints policy:*

Encourages people to complain straight to the MAT but should be dealt with a local level first – GW to resend email to DRM detailing his concern. AEG to amend if needed.

A discussion was had at the last meeting to try and adopt a paperless policy. AEG asked the Directors to have a look at The Trust Governor website. AEG has been in discussion this company to discuss the cost of using this package. AEG has negotiated a cost of £600 for HBK and £400 for Cromwell with an agreement to waive the cost for Cromwell for the first year. A 30 day free trial is available and it was agreed to go ahead with the trial.

6. **ST IVO (BM & AEG)**

A list of questions had been submitted to HBK by St Ivo Governors who are looking at options which include joining ACES or going with another MAT. A decision is anticipated in March/April.

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|    | <p>The questions were largely targeted towards an established MAT but HBK will be able to put forward a presentation outlining plans/aspirations. This would be submitted as a draft to the St Ivo chair and headmaster who would give feedback. CG stated that St Ivo appreciated that ACES, as a newly formed MAT, would not be able to demonstrate success in certain areas.</p> <p>A joint HBK/St Ivo training day will be held on 16 April and AEG confirmed that governors from both sides will be invited to attend.</p> <p>AEG went through the document to be submitted to St Ivo Governors. RG stressed the importance of getting key messages on the first page highlighting that the MAT welcomes having St Ivo as an equal partner and values what St Ivo can bring to the MAT. Ambition and realisation would be significantly improved and enriched if the St Ivo school joined and brought their expertise. It was agreed that the front page should also include values and beliefs. CF stressed that culture is also very important.</p> <p>AEG has also added to the document a link to Creativity. The University for Creative Arts is a business school for creative industries and AEG/BM will be meeting with them.</p> |
| 7. | <b>AOB</b>   |
|    | <p>RG referred to our vision and aim of being a mutually supportive organisation which supports freedom of expression, tolerance and appreciation of diversity which should be considered when appointing Directors to the MAT.</p> <p>DW to continue as Clerk.</p> <p>DM requested signatures for credit checks and completed consent forms.</p> <p><b>Next meeting Wednesday 21st March at 5pm</b></p>   |

Meeting finished at 6.45pm

## ACES ACADEMIES TRUST

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| ACTION POINT   | RESPONSIBILITY | BY      |
|--|----------------|---------|
| To see or revisit schools in the next couple of months   | AEG            |         |
| Discuss use of video demonstrating the success of HBK/Cromwell MAT at meeting with e4education         | AEG/DRM        |         |
| 1 page document outlining objectives and research cost of hiring Income Generator and circulate to BOD | BM             | asap    |
| Decision on Chair for Audit & Risk Committee to be confirmed   | AEG/BM         |         |
| Innovations & Standards Committee Scheme of Delegation to be written                                   | AEG/RG         | asap    |
| Change to Complaint Policy – GW to resend email to DRM   | GW             | asap    |
| Set up 30 day free trial for Trust Governor – DW to send log in details                                | DW             | asap    |
| Director appointment of PF to be ratified by the Foundation at next Trustees Meeting (15/1/18)         | PF             | 15/1/18 |
| St Ivo document for Governors to be circulated to Directors  | AEG            | asap    |
|  |                |         |