



**Chancery Multi Academy Trust**  
**Academy Training with J&G Marshall**  
**23<sup>rd</sup> April 2018**

**Attendees**

C Richards (CR)	S Sproston (SS)	N Ratcliffe (NR)	S L Gohr (LG)
L Houldsworth (LH)	J Whiston (JW)	B Martin (BM)	G Tindall (GT)
K Hulson (KH)	P Smith (PS)	L Smith (LS)	V Alsop (VA)
M Cross (MC)	J Riley (JR)	C Morris (CM)	B Cox (BC)
N Ratcliffe (NR)	R Hackney (RH)	P Wayman-Zwart (PWG)	E Taylor (EM)
A Kowalska (AK) Clerk			

**Invited Attendees**

Y Hilditch (YH)	H Sehne (HS)	J Marshall (JM)	P Skuce (SK)
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**Apologies**

T May (TB)	E Martindale (EM)	R Caulfield (RC)	S Steele (SS)
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The meeting commenced at 5.20pm

LG introduced the meeting and thanked everyone for their support.

LG confirmed that the schools had officially converted as of 1<sup>st</sup> April 2018.

The Governors introduced themselves.

AK advised of apologies.

LG thanked the two SBM's and JM and his team for all their support and hard work.

JM and PS completed a presentation.

**“What is Governance and how does it work in MATS?”**

The presentation included the roles of the Governors at each tier and how the governance of the MAT needs to be strategic in moving forward.

SS asked about the Performance Management of the Headteachers.

JM explained it was what worked for the MAT but it was important there was an approved plan. It could be a combination of Directors, Members and the CEO forming a sub-committee.

NR asked about the growth plan and Due Diligence and if there were examples of a successful DD approach and examples of failed styles

JM explained the five activities that a MAT should complete on a school wishing to join the MAT.

- 1 Review of T&L
- 2 Review of Leadership and Management
- 3 Review of Governance
- 4 Review of Finances
- 5 Condition Survey of school buildings.

JM also stress the importance of the joining school completing Due Diligence on the MAT.

- 1 Standards and track records of MAT
- 2 People and Leadership
- 3 Finances
- 4 Risk Management Policy
- 5 Vision and Growth Plan

JM advised that completed correctly and in a robust manner could take a significant period of time.

BC asked if there were examples of MATs with no LGB's.

JM advised that this is possible as the accountability stops at the Board of Directors. The LGB is a subcommittee of the Directors but there must be enough Parents Governors. Schools in a category may decide to restructure the LGB. Sometimes there is a need to restructure to reduce the numbers in the LGB.

MC asked if there was a timescale for schools converting to academy.

JM explained the different U-turns and Z turns in the system. The Government are working to a full-academised system. By June 2022, all schools must convert but Good and Outstanding schools will not be forced to join an academy not of their choosing.

All political parties have confirmed that they will continue with the programme if they got into power.

PS asked if there was a strategic target/vision from Central Government on the numbers in a successful MAT.

JM explained that the general consensus was between 12 and 20 but 20 was basically a mini local authority. JM and PS advised between five and seven being a good starting point.

MC asked if some Governors were now redundant.

JM explained that no one would be made redundant from their role. Some powers may be taken away from the LGB but there was sufficient roles for everyone.

The LGB have a major role in H&S and making sure the buildings of the individual schools are maintained to a high standard.

LG explained it was never the intention to lose anyone. It was a case of keeping what we have and growing in the right direction.

MC asked about duplicating roles and effectively joining forces.

It was agreed that there was a greater requirement for Governors to have larger roles not less. The changes would just involve a restructure of roles. Roles could be condensed with Governors devoting more time to specific roles.

JM stressed the need to move away from the “must do” agendas and look at the growth of the school.

DD asked who had completed the DD on the two schools in the MAT.

YH advised that the schools did it on each other and fed back to the individual Governing Boards.

MC asked if it could be insisted on that a school joins our MAT.

JM confirmed no one can force us to take on another school and the funding agreements prevent this, as they have to be signed by the MAT. However, you can be asked to consider a school.

CR asked what happens to schools no one wants.

JM advised he had been asking this question for seven years. The DfE and LA’s have a problem and try to make it commercially viable for MATs to take on some schools. It is important the Governors decide what is best for our MAT.

JR asked JM to consider a comparable MAT from 5 years ago and think of it now. JM was asked to advise what made it better in a word.

JM was clear this was MINDSET.

There is a need for a complete change of mind-set if a MAT is to move forward. A lack of change will see a MAT go backwards.

MC asked if MATs could become certified Beacon Schools.

JM advised of the different options such as Centres of Excellence, Teaching Schools, Beacon Schools, Research centres but the MAT needs to want it and work to achieve it.

LG thanked JM and PS for their input and that the evening had confirmed that we had done absolutely the right thing. The mind-set change was already happening and the MAT was ready for the next step.

LG stressed that although conversion had been a big step it was important to push on and highlight the areas to focus on.

It was agreed that the Directors would need to meet quite quickly and AK would issue a new date, as 9<sup>th</sup> May was proving difficult for a number of Directors. The Strategic Plan and Business Plan needed to be formally agreed at this meeting alongside the budget.

MC asked about schools in special measures becoming an academy.

JM confirmed that they had to join a MAT and must be sponsored. In this instance, the MAT is the decision maker.

The Governors discussed the 100 days Comms plan and ensuring all staff were aware of developments and plans.

LG thanked JM for his major role in ensuring the academisation took place.

LG thanked the Governors for their time.

The meeting ended at 6.50pm.

Signed \_\_\_\_\_

Chair of the Directors Board