

Minutes - Board of Directors

Version:	Approved	
Issue Date:	25 th June 2018	
Meeting Date:	10 th May 2018	
Location:	CLF Board Room, CLF Institute	
Time:	4.00pm	
Chair:	Jane Harrington (JH)	Chair of the Board
Members:	Anthony Cherry (ACH)	Director
	Su Coombes (SC)	Director
	Nicky McAllister (NM)	Director
	Pete Franklin (PF)	Director
	Airlie Fife (AF)	Director
Attendees:	Steve Taylor (ST)	CEO
	Dan Nicholls (DN)	Executive Director of Education
	Sally Apps (SA)	Executive Principal
	Susie Weaver (SW) [part]	Interim Executive Principal
	Ian Payne (IP)	HR Director
	Alison Fletcher (AFL)	Director of CLF Institute
	Bryony Green (BG)	Director of Corporate Services
	Wendy Hellin (WH)	Clerk
Apologies:	Guy Keith-Miller (GKM)	Director
	Ron Ritchie (RR)	Director
	William Liew (WL)	Director
	Jon Gould (JG)	Director
	Pete Price (PP)	Director
	Sarah Lovell (SL)	Finance Director
	Adrian Coleman (ACO)	Observer (IT problem prevented dial in)
	Iwan James (IJ)	Director (IT problem prevented dial in)
	Mandy Milsom (MM)	Executive Principal

Minutes

Item	Description	Action
1	Introductions, Administration, Apologies	
1.1	JH welcomed everyone to the meeting and introductions were made. An IT problem led to Adrian Coleman and Iwan James being prevented from participating in discussions via dial-in despite several attempts.	
2	Declaration of Interest	
2.1	No declarations were made.	
3	Minutes of Previous Meetings	
3.1	The minutes of the meeting of 22 nd March 2018 were approved.	
4	Matters Arising	
4.1	22nd March 2017	

4.1.1	<i>Website issues at SA and BPA. AL will follow up with academies. Websites will be added to the COAC agenda to ensure this is not a pan federation issue. This was raised at the COAC meeting. SA and BPA issues seem to be resolved. No other academies reported problems.</i>	
4.1.2	<i>The board requested to see the actions taking place to close the gender gap. DN will provide a report on impact for the next board meeting. A report will be provided to the June meeting.</i>	DN
4.1.3	<i>It was agreed that at the next meeting Section D of the strategic areas will be reviewed as that includes extra-curricular activities – an update will be provided later in the meeting.</i>	
4.1.4	<i>Equalities Report – this will be provided at the June meeting.</i>	IP
4.1.5	<i>ST will provide an update on the next phase of the strategic plan at the May meeting – this item will be covered at item 5 of the agenda.</i>	
4.1.6	<i>Suggested governance structures for the cluster model will be presented at the May meeting – BG will provide an update on the cluster project at item 8.</i>	
4.1.7	<i>JH will contact Directors regarding the partial delegation of responsibilities of items on the DAF – No responses have been received as yet. JH will follow up on this.</i>	JH
5	Strategic and Educational updates	
5.1	CEO /EDE Updates	
5.1.1	ST introduced the strategic timeline paper and explained the discussions and workshops that had taken place that led to this draft. The core purpose and the mission remain unchanged. There are some items from the current strategic plan that are unfinished or still relevant and these will remain in place.	
5.1.2	ACH joined the meeting.	
5.1.3	The plan has been tightened to focus on three key areas, which are then further broken down as follows: <ul style="list-style-type: none"> • School improvement (A1: Curriculum, A2: Assessment, A3: Pedagogy) • People (B1: Recruitment, retention and succession, B2: Professional and Practice Development, B3: Culture Equality and Wellbeing) • Infrastructure (C1: Building Capacity and Financial Sustainability, C2: Leading in the Education Sector, C3: Standards and Innovation) The Cluster project will have an impact on the plan. Some functions may move away from the academy into central provision.	
5.1.4	The final version of the strategy will be proposed at the Strategic Review Meeting on 9 th July. This will provide for a further 2 opportunities for Directors to test the strategic plan to ensure it is fit for purpose.	
5.1.5	The board asked if the narrowing of key strategic areas means that some of the currently identified areas of focus will be lost.	
5.1.6	ST advised that some areas, such as Careers Advice and Guidance, are in a different place to where they were in 2015 and as such are covered elsewhere as routine business. Careers Advice and Guidance, for example, is expected to sit within the Curriculum. Ofsted now expect a much higher profile for this within the curriculum so it must be integrated.	
5.1.7	SW joined the meeting.	
5.1.8	The board noted the geographical clusters and suggested this indicated an imbalance of workload for the Executive Principals.	
5.1.9	ST confirmed that MM is hoping to return in September. SW will remain as part of the Executive Team for a further academic year, bringing extra capacity. The	

	planning around which EP will be responsible for each academy is yet to be confirmed.	
5.2	Curriculum	
5.2.1	DN shared slides on curriculum development. The federation now follows the same GCSE syllabus for all subjects and holds mocks for all students at the same time. There are many staff within the federation with skills around curriculum writing, pedagogy and assessment. Standardisation serves a certain amount of improvement after which people need to be empowered to be creative to add value.	
5.2.2	DN is working with colleagues to examine how the federation can build a progressive 3 – 19 curriculum. A working party has been set up with a selection of staff from across the federation. Some things will be standardised, such as assessment and reporting. Others will be best locally directed, such as the delivery of feedback.	
5.2.3	The KS3 curriculum is being built up from ARE. Exemplar writing is at every stage from 3 – 16.	
5.2.4	SW described the work that is being carried out on the primary curriculum. Key people from across the organisation are involved in the planning stage. The next step is to draw in middle leaders to involve them in key discussions.	
5.2.5	ST confirmed that some further discussion time will be dedicated to the strategic plan at the next board meeting.	
5.3	Growth Opportunity	
5.3.1	ST informed the board about potential growth opportunities in North Somerset. A discussion took place about the federation's current capacity for expansion. The board indicated that they were supportive of these initial discussions. Further details will be shared at the next board meeting.	
5.3.2	AFL joined the meeting.	
5.4	Post 16 update	
5.4.1	ST provided an update on Post 16 provision. Discussions are underway with the local authority concerning a potential new site that could become the Post 16 single centre. JH confirmed that RR and GKM are both happy with the proposals.	
5.5	Millpond	
5.5.1	A Principal Designate has now been appointed to Millpond. Despite a selection process this week a VP has not yet been appointed.	
5.5.2	A PSG has been set up and the first meeting takes place on 11 th May 2018. At present BG and SW sit on the IEB and this will be helpful in supporting the Principal in the transition from IEB to PSG. The land and commercial transfer is likely to be the most complex part of the process. The federation's preference for a conversion date is 1 st September 2018.	
5.5.3	ST confirmed the federation had secured the maximum sponsorship grant. This was a reflection of the business case written by SL. A further bid to support additional funding for the year has also been successful.	
5.5.4	BG asked for a Director to Chair the PSG. The first meeting that takes place this week can be Chaired by BG but a named Director is required going forward. PF volunteered to take this on should there be no other expression of interest.	
6	Finance	
6.1	Finance Report	
6.1.1	WL has confirmed by email to JH that he has discussed this report with SL. There is one issue at JCA but that is being managed.	

6.2	Related Party Transactions	
6.2.1	AC reported that this was an item raised at the Audit Committee meeting. It has not been identified as an issue but it was felt the federation should have an appropriate policy in place. The board agreed that AC and BG should begin work on a suitable policy.	AC/BG
7	HR Report	
7.1	HR Updates	
7.1.1	IP advised that his team is working on a trial around performance management and appraisal processes. IP will bring a proposal to the board in due course regarding a trial in two academies.	
8	Operational Report	
8.1	Clusters Update and Request for Delegation	
8.1.1	BG provided an update on the cluster project. Following the workshops, BG met with IP, SL, Rachel Friday, Andrea Gould and Andy Ling to review the outcomes and to draft a proposal for the revised structure. The group are developing the rationale for the business case. Smaller workshop group meetings have taken place to propose the draft structure to Principals and feedback has been gathered. Strong support is evident as well as some concerns that are now being considered.	
8.1.2	The next step is to confirm who may be affected by the proposals and produce a more detailed analysis of the scale and cost of the change. Once the business case is finalised it will be presented to JH and IJ for approval on behalf of the board.	
8.1.3	ST advised that the board needs to test the governance model needed to provide effective guidance across cluster model. A small group of Directors will be set up to look at the detail of this. RR and GKM are interested in this and will join JH. ACh, AFi and SC also volunteered. JH will ask those Directors not present today if they are interested in becoming part of this group.	JH
8.2	Out of cycle reserve.	
8.2.1	BG gave advance notice of a potential request for an out of cycle approval of reserves for the redesign and refurbishment of the JCA science classes. A business case for this work is being drafted. <i>JH and PF agreed to review the business case on behalf of the board.</i>	
9	Any Other Business	
9.1	ST advised the board that the federation have been approached by a journalist from the BBC 'Inside Out' programme. They have asked one of our Assistant Principals to narrate a short film for them, concerning the paucity of BME candidates for teaching roles across the city. There are some risks in being involved in such a project but it is also a huge opportunity for the colleague, who is an important role model in our federation. The documentary is to be made regardless of the federation's involvement. After discussion the board agreed the risks were outweighed by the opportunity for the federation to present its case.	
9.2	NM asked for an update on the situation with Clerks. BG confirmed that a consultation is currently underway and closes next week. Following that, subject to any feedback, existing clerks will be asked to express an interest in roles. If vacancies remain, an external advertisement will be placed. It is hoped all parts of the process will be concluded in readiness for September 2018.	
9.3	The next meeting takes place on 25 th June 2018. The meeting closed at 17.50hrs.	