

# Minutes - Board of Directors

<b>Version:</b>	Approved	
<b>Issue Date:</b>		
<b>Meeting Date:</b>	25 <sup>th</sup> June 2018	
<b>Location:</b>	CLF Board Room, CLF Institute	
<b>Time:</b>	4.00pm	
<b>Chair:</b>	Jane Harrington (JH)	Chair of the Board
<b>Members:</b>	Anthony Cherry (ACH)	Director
	Su Coombes (SC)	Director
	Nicky McAllister (NM)	Director
	Airlie Fife (AF)	Director
	Guy Keith-Miller (GKM)	Director
	Ron Ritchie (RR)	Director
	William Liew (WL)	Director
	Jon Gould (JG)	Director
	Adrian Coleman (ACO)	Director
	Iwan James (IJ) [part]	Director
<b>Attendees:</b>	Peter Price (PP)	Member
	Steve Taylor (ST)	CEO
	Dan Nicholls (DN)	Executive Director of Education
	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
	Sarah Lovell (SL)	Finance Director
	Wendy Hellin (WH)	Clerk
<b>Apologies:</b>	Mandy Milsom (MM)	Executive Principal
	Sally Apps (SA)	Executive Principal
	Pete Franklin (PF)	Director

## Minutes

Item	Description	Action
<b>1</b>	<b>Introductions, Administration, Apologies</b>	
1.1	JH welcomed everyone to the meeting and introductions were made. Adrian Coleman was welcomed to his first meeting since his appointment as Director.	
<b>2</b>	<b>Declaration of Interest</b>	
2.1	No declarations were made.	
<b>3</b>	<b>Minutes of Previous Meetings</b>	
3.1	The minutes of the meeting of 10 <sup>th</sup> May 2018 were approved.	
<b>4</b>	<b>Matters Arising</b>	
<b>4.1</b>	<b>10<sup>th</sup> May 2018</b>	
4.1.1	The board requested to see the actions taking place to close the gender gap. DN will provide a report on impact for the June meeting – <i>this information is included in the Education Report.</i>	

4.1.2	The Equalities Report will be provided at the June meeting – <i>this is attached at Flag F.</i>	
4.1.3	JH will contact Directors regarding the partial delegation of responsibilities of items on the DAF – <i>No further responses have been received. JH recommended that the proposals made at the board meeting of March 2018, detailed below, are agreed:</i> <i>For governance items: JH and AFi</i> <i>For HR items: JH and IJ</i> <i>For H &amp; S items: JH and PF</i> <i>The board approved the proposal.</i>	
4.1.4	ACH and BG will work together to produce a related party transactions policy – <i>this has been discussed at the Audit Committee. The Academies Financial Handbook requires more robust consideration. This item will carry over to the next meeting.</i>	<b>ACH/BG</b>
4.1.5	A small group of Directors will be set up to look at cluster governance. JH will ask those Directors not present today if they are interested in becoming part of this group. <i>A meeting has now been organised for Thursday 28<sup>th</sup> June.</i>	
<b>5</b>	<b>Education Report</b>	
<b>5.1</b>	<b>Input from Educational Scrutiny</b>	
5.1.1	The Educational Scrutiny meeting took place last week involving BBA, HWA and JCA. The panel received a very thorough education report and was reassured by the progress evident in all three academies. The panel asked questions of BBA about their journey towards outstanding. HWA and JCA are in a different position to BBA, but the Principals and Chairs were able to demonstrate progress being made towards their goals.	
5.1.2	There has been a governance review at HWA. JG is working on a response to that review. Linda Tanner has been identified as the new Chair for JCA and will shortly take over from Ian Webber.	
5.1.3	JG joined the meeting.	
<b>5.2</b>	<b>Education Paper</b>	
5.2.1	DN and SW spoke to Flag C and highlighted the key sections.	
5.2.2	Basics are predicted to be 60%, and Progress 8 is predicted to be close to zero. PP students are predicted -0.02 which is a significant improvement on the national figure of -0.4.	
5.2.3	KS2 results will be available on 10 <sup>th</sup> July 2018. Predictions are 65% for CLF overall for combined, vs 51% last year.	
5.2.4	For KS1 phonics data is expected this week. Moderation has taken place in 2 primary academies and the view is that the judgements staff are making are secure in reading, writing and maths. The federation is expecting broad improvements across the primary academies, with a possible dip in writing due to the shift in the framework. Handwriting and spelling are now non-negotiables.	
5.2.5	For GLD the submission date is 27 <sup>th</sup> June 2018. Moderation has taken place in a couple of academies. Results are lower in a couple of places, but generally improvements can be seen across the board.	
5.2.6	The report includes updates on specific actions relating to improvements at SA, FVA, JCA and HWA.	
5.2.7	The performance of boys and girls is highlighted in the final section. The gaps are similar to national trends. The new AIP for each academy across the trust has disadvantaged boys and SEND boys as the top two priorities.	
<b>5.2.8</b>	<b>Questions from the board and responses from the Executive</b>	

5.2.9	<b>Does the draft curriculum detail that content should be culturally relevant? Is this embedded within the curriculum, and if so, should it be made explicit?</b>	
5.2.10	It is currently embedded but that can be made explicit when we finalise the curriculum. It is explicit within the concentric circles for primary curriculum.	
5.2.11	<b>The gap for HAP boys in maths is evident. Can you assure us that there is the right focus on every AIP, and that staff routinely consider this generically as part of their pedagogy?</b>	
5.2.12	Each academy is currently working on their AIP and these then will go through an evaluation cycle to ensure they are appropriate. It is likely that the performance of HAP boys is identified as a CLF trail. One of the aims of the 3 – 19 curriculum review is to raise the bar and this should support high previous attaining students well.	
5.2.13	<b>When you consider equalities during this review, will you reflect on the high percentage of women teaching in primary schools and consider that their pedagogy might be more suited to girls?</b>	
5.2.14	Yes we have considered this.	
5.2.15	<b>Do you have the data that shows the predictions for the inverse of the combinations for reading, writing and maths, in order that you can identify the number of students that won't reach the appropriate level in each of those?</b>	
5.2.16	Yes each academy would know the number, so we are able to add that to our central data in the future. We are thinking carefully about students at the very early stage in provision that are not necessarily able to demonstrate small steps of progress. We are adopting a PiXL strategy whereby the focus for a child not yet on track will be to ensure that in year 3 they reach on track for reading, in year 4 they reach on track for maths etc.	DN
5.2.17	<b>We regularly check how the federation is performing against the national picture. Where in the academic year would we be able to understand our performance benchmarked against other chains?</b>	
5.2.18	This is a developing picture as chains grow and become comparable. January is the time where there is a publication of MATs against each other. In terms of data availability, we obtain individual academy scores in October and do it ourselves. It is very much easier to collate single academy data and aggregate it. There is a lot of variability in the context and size of MATs that makes comparing them side by side difficult.	
5.2.19	<b>The board should take into account the reputational risks associated with these headline tables; they are now receiving more coverage than in previous years. Action: ST to research the kind of publications that fit this category and ensure the board are informed when such a publication is published.</b>	ST
5.2.20	<b>End of Questions</b>	
5.2.21	JH noted the high number of Ofsted visits over the last 6 months and reported that the board recognised the huge amount of work that the Executive team and academy staff have contributed in ensuring readiness for these.	
5.3	<b>CLF Institute</b>	
5.3.1	AFL highlighted key areas from her report.	
5.3.2	The CLF SCITT Ofsted inspection takes place in two parts. The first part was carried out in May. The inspection team will return in October for three days to complete their work and to check that the CLF Institute has taken action on the recommendations made in May. This will provide evidence of the capacity to make improvements. A judgement will not be provided until the end of the October visit.	

5.3.3	The main focus of the recommendations received is around tightening up quality assurance across the partnerships, particularly mentoring.	
5.3.4	SCITT recruitment was discussed. Recruitment is still ongoing. The Institute are still hoping to exceed last year's numbers. NM noted the shortage of maths and science teachers across the federation and asked if the CLF Institute was able to focus recruitment in those areas. AFL confirmed that they are able to request an allocation, but that generally they recruit very well. There are no maths vacancies for September and only a couple of science vacancies remain. The Institute is also part of a programme for overseas recruitment for maths and science teachers and this has proved successful.	
5.3.5	Internal CLF programmes for middle and senior leaders have now concluded. Reports on the impact of the projects undertaken are being written and will be disseminated via the conference, FNN and PAC.	
5.3.6	AFL described the conference at which John Hattie presented information looking at the impact of different teaching and learning strategies to show the relative effects and impact.	
5.3.7	A training summary is included in the report. There was better engagement this year with face to face training. Online training (Nimble) will be rolled out this year and one of the first programmes available will be an introduction to CLF governance.	
5.3.8	School improvement work continues. The impact and outcomes are described in the education paper in terms of trust wide plans and responses to Ofsted action plans.	
5.3.9	RR noted that information about DfE funding available to support governance training has been circulated. JH agreed to meet with AFL to examine the options available. It was suggested Brigid Allen also attend. GKM, Afi and RR will also attend the meeting.	JH/AFL
<b>6</b>	<b>Finance</b>	
<b>6.1</b>	<b>CLF Budgets</b>	
6.1.1	SL described the budget setting process. Overall the budgets present a good financial position, with all but two academies meeting the 1% surplus target. The appendices included in the papers shows the budget assumptions that have been made and the total CLF reserves balance.	
6.1.2	The two provisions not meeting the surplus target are DSSB and the central CLF budget. DSSB has a two year plan in place and a Marketing Manager has been recruited to support this. The central CLF budget has provided for additional capacity for educational support.	
6.1.3	WL provided the board with the assurance that the budgets have been examined in detail by the Finance Executive Group.	
<b>6.2</b>	<b>Questions from the board</b>	
<b>6.2.1</b>	<b>The projection for the fifth year of budget planning shows that 8 out of 19 budgets will not meet the surplus target. Is this because you cannot be robust enough when planning this far ahead and the budget will be reviewed and will work, or is it indicative of something more serious?</b>	
6.2.2	Mitigations are put in place at every review stage. The assumptions made are as accurate as they can be at this early stage.	
<b>6.2.3</b>	<b>Student recruitment has been a concern in the past. Can you be sure of predicted numbers?</b>	
6.2.4	A number of factors are considered when predicting student recruitment, including: <ul style="list-style-type: none"> <li>• A close look at each academy's actual numbers for last year;</li> </ul>	

	<ul style="list-style-type: none"> <li>• The demand in the area;</li> <li>• Whether other local schools are increasing or reducing PAN;</li> <li>• First choice preferences of parents/carers.</li> </ul> <p>Predictions are as realistic as they can be, and there is a particular focus on MPA, FVA, DSSB, CAB, P16 and Millpond. Part of the remit of the new Marketing Manager is to work closely with academies on student recruitment and positive community engagement.</p>	
6.2.5	<i>The board approved the budgets.</i>	
<b>7</b>	<b>HR Report</b>	
<b>7.1</b>	<b>HR Report</b>	
7.1.1	Work continues on the due diligence for Millpond; the proposed transfer date is yet to be confirmed. Due diligence for Herons Moor has commenced.	
7.1.2	There has been an excellent co-ordination of effort to bring about the smooth closure process for BCA.	
7.1.3	AFi asked how the federation were marking the closure of BCA. ST reported that BCA are having an evening event at Bath Cathedral and will be attended by alumni as well as current staff and pupils. There will be gifts provided for current staff as well as some former members of staff. The PSG was fundamental to the success of the closure programme. There has been good engagement from BaNES. AFi asked that all involved be thanked on behalf of the board.	
7.1.4	The federation has retendered for the Occupational Health service due to poor service in the past. The new provider is expected to provide a better service and at a cost saving. An employee assistance programme has also been purchased and this will be launched in September.	
7.1.5	Staff sickness absence is currently at 3.6% compared to 4% last year. Attendance for teachers is stronger than for support staff. There were 17 disciplinary hearings last year and to date there have been 7, with a further 4 in the pipeline. The reduction is due to greater staff awareness of expectations, and also the maturity in HR processes when dealing with cases.	
7.1.6	BBA is piloting a new professional development policy.	
<b>7.2</b>	<b>Equality Diversity and Inclusion (EDI) Strategy</b>	
7.2.1	IP described the background to the Equality Diversity and Inclusion Strategy as included at Flag F.	
7.2.2	SC asked how the strategy is to be implemented and monitored across the federation. ST reported that the draft five year strategy for the federation is being developed and EDI will continue to feature in that, within the 'people' area of the plan. It will be rolled out as part of the strategic plan and embedded in all academies.	
7.2.3	<p>Following further discussion the following recommendations were made for amendments to the draft EDI strategy:</p> <ul style="list-style-type: none"> <li>• Include information on ethos and environment within the eliminating discrimination section;</li> <li>• Ensure all protected characteristic groups are included within the draft strategy; some appear to be missing;</li> <li>• Consideration to be given to the creation of specific student or staff groups at ground root level to tackle inclusivity;</li> <li>• Include a reference to the need to diversify the board;</li> </ul>	

	<ul style="list-style-type: none"> <li>• A rationale should be included to show the priority order of the Top 8 key strategies, or it should be made explicit that there is no priority order and that the Top 8 are listed in random order;</li> <li>• Ensure a focus on the inclusivity angle of this strategy; an area that often gets overlooked. Inclusivity is important in creating the right climate;</li> <li>• The data included at item 3.3c could be misinterpreted and requires clarity;</li> <li>• Accessibility of the strategy in terms of parent-faced communications must be considered; it should consider the needs of those whose first language is not English and the needs of those without access to the internet;</li> <li>• There should be a strong statement to emphasise the opportunity and benefits available, rather than a focus on solving a problem.</li> </ul>	
7.2.4	IP will make the suggested amendments to the draft strategy.	IP
<b>8</b>	<b>Strategic Developments</b>	
<b>8.1</b>	<b>CEO Report</b>	
8.1.1	Feedback from Directors on Areas A to E of the strategic plan will be included in the board strategic review meeting on 9 <sup>th</sup> July 2018.	
8.1.2	The provisional transfer date for Millpond is 1 <sup>st</sup> August 2018, however, the preferred date is 1 <sup>st</sup> September 2018. The draft commercial transfer is with Bristol City Council.	
8.1.3	Due diligence for Herons Moor and Bristol Future Academies is ongoing and as yet no recommendations about sponsorship can be made to the board.	
8.1.4	SL reported the due diligence is focusing on five areas: HR, estates, ICT, education and finance. It is hoped the process will be complete by the end of the week. Sally Apps led the team to undertake the educational element of the due diligence. An extraordinary board meeting is being planned to discuss the results of the due diligence and make a decision regarding potential sponsorship.	
8.1.5	Discussions have taken place with Broadoak, currently a single academy trust, that would like to join a MAT. Decisions on which MAT to join now sit with the individual academy and in this instance Broadoak are taking conversations forward with another trust. RR suggested it would be useful for the federation to have a CLF prospectus prepared that could be provided to such academies. ST said that there were some nine hours of face to face meetings and the governors of Broadoak were provided with a number of slides and reports from the federation. ST agreed that the Marketing Manager will look at this.	SL
<b>8.2</b>	<b>Strategic Plan</b>	
8.2.1	ST spoke to Flag H draft strategic plan. The title for the plan is 'Empowering Learning' and there are now just three key areas of focus: School Improvement, People, and Infrastructure.	
8.2.2	Colleagues with expertise in the curriculum have met and have created the basis of the new 3 -19 curriculum.	
8.2.3	ST explained the autonomy diagram and the proposed changes to the meaning of standardised, aligned and autonomous.	
8.2.3	IJ asked if the strategy is about accelerating standardisation as a foundation for people to grow further. ST said this is a more sophisticated model. The federation is not yet fully exploiting the pockets of excellence where they exist. IJ asked if it was likely that academies would feel pressure to align in order to accelerate. ST said the intention was not to create uniform academies. There are some areas of	

	professional services and education where standards need to be identified and met. Staff will continue to be empowered where these standards are exceeded.	
8.2.4	There will be an opportunity to further review the strategy at the meeting on 9 <sup>th</sup> July 2018.	
<b>9</b>	<b>Governance</b>	
<b>9.1</b>	<b>Report from COAC meeting</b>	
9.1.1	COAC met on 3 <sup>rd</sup> May 2018 and a further meeting is planned for 27 <sup>th</sup> June 2018.	
9.1.2	Five Councillors were appointed at the meeting. This leaves 9 vacancies in secondary academies and 18 across primary academies. A refreshed skills audit has been circulated for completion by Councillors in June. This will help inform training needs and future appointments. The new data reports were shared and were well received by Chairs. The meeting calendar was discussed; there is a refreshed cycle of meetings that are now better aligned with data drops.	
<b>9.2</b>	<b>New Chair of Council notifications for approval</b>	
9.2.1	ST and JH proposed Linda Tanner as new Chair for JCA starting in September. <i>The board approved the proposal.</i>	
<b>9.3</b>	<b>Governance structures and the cluster model</b>	
9.3.1	The meeting to discuss governance for clusters will take place on 28 <sup>th</sup> June 2018.	
<b>9.4</b>	<b>Delegation of authority to Directors where partial delegation is specified on the DAF</b>	
9.4.1	These were agreed at item 4.1.3.	
9.4.2	It was recommended that Directors are identified to fulfil the partial delegation for contracts up to a value of £500k. <i>The board delegated this responsibility to AC, RR and JH.</i>	
<b>10</b>	<b>Other Operational Issues</b>	
<b>10.1</b>	<b>Operations Report</b>	
10.1.1	BG requested made the following recommendations: <ul style="list-style-type: none"> <li>• Recommendation – A delegate from CLF Board is requested to approve minor updates to the data retention policy and password and encryption policy. <i>The board delegated this responsibility to WL.</i></li> <li>• Recommendation – Ratification of the decision to appoint Beard Construction to complete the re-roofing project at SA. This decision was reviewed by PF, WL and JH. <i>The board ratified the decision.</i></li> <li>• Recommendation – The delegation of the lease for HPA to two Directors. A classroom, office, corridor and toilets are to be leased to Into-Uni. This is a good fit to the core values of the federation. Into-Uni are already carrying out some work with HPA. <i>The board delegated this responsibility to ACH and ACO.</i></li> </ul>	
10.1.2	The cluster project for professional services is now at the point where the scope of the project is quite clearly defined. Implementation takes place next spring. The next phase is likely to impact a maximum of 3 or 4 members of staff per academy. Due to the scale of this, it is recommended that the board manage this via a delegation. <i>The board agreed that this should be delegated to JH and the People and Wellbeing Executive Group. If the paper raises questions of a financial nature, WL will be involved.</i>	

10.1.3	SC noted item 6.5 of the Operations report detailing data and specifically hate crime, and asked if the federation was confident that CPOMs is correctly capturing all racist incidents. SW confirmed that CPOMs has the necessary capability to record these incidents but that there is some variability in the way staff input data into the new category that was intruded mid-year. There is DSL network training planned for later this term.	
10.1.4	The internal audit contract expires at the end of the year. There was insufficient interest in the first tender activity. A new process is underway this time using the CPC framework. The Audit Committee has agreed to review the recommendations made out of cycle.	
<b>10.2</b>	<b>GDPR Update</b>	
10.2.1	It has been agreed that the federation's Data Protection Officer will be Andy Ling. This is a temporary arrangement pending the progression of the cluster project.	
<b>10.3</b>	<b>Millpond Update</b>	
10.3.1	This item has already been covered.	
<b>11</b>	<b>Report of the Sub Groups and Academy Council issues</b>	
<b>11.1</b>	<b>Audit Committee</b>	
	The Audit Committee met on 20 <sup>th</sup> June 2018. The external audit contract is due for renewal in the autumn. The committee received reports on the internal audits that took place on GDPR readiness and procurement. The next meeting takes place in November 2018. The committee are still in need of additional members.	
<b>11.2</b>	<b>Finance Executive Group</b>	
11.2.1	The Finance Executive Group met on 7 <sup>th</sup> June 2018. The main agenda item was to review the budgets. The capacity of the finance team was discussed due to the continued discussions around growth, and appropriate assurance was received. At the next meeting the group will review the updated Financial Regulations.	
<b>11.3</b>	<b>Premises, Projects and ICT Executive Group</b>	
11.3.1	The PPI group met on 18 <sup>th</sup> April 2018. A further meeting is planned for 11 <sup>th</sup> July 2018.	
<b>11.4</b>	<b>People and Wellbeing Executive Group</b>	
11.4.1	The People and Wellbeing group last met in September. A date is being arranged for later this term.	
<b>12</b>	<b>Any Other Business</b>	
12.1	No other business was reported.	
<b>13</b>	<b>Close of Meeting</b>	
13.1	The meeting closed at 19.00hrs.	