

# Minutes - Board of Directors

<b>Version:</b>	Approved	
<b>Issue Date:</b>	10 <sup>th</sup> October 2018	
<b>Meeting Date:</b>	9 <sup>th</sup> July 2018	
<b>Location:</b>	CLF Board Room, CLF Institute	
<b>Time:</b>	4.00pm	
<b>Chair:</b>	Airlie Fife (AFi)	Vice Chair of the Board
<b>Members:</b>	Anthony Cherry (ACH)	Director
	Su Coombes (SC)	Director
	Nicky McAllister (NM)	Director
	Guy Keith-Miller (GKM)	Director
	Ron Ritchie (RR)	Director
	William Liew (WL)	Director
	Jon Gould (JG)	Director
<b>Attendees:</b>	Peter Price (PP)	Member
	Steve Taylor (ST)	CEO
	Sally Apps (SA)	Executive Principal
	Dan Nicholls (DN)	Executive Director of Education
	Susie Weaver (SW)	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
	Jane Harrington (JH)	Chair of the Board
	Adrian Coleman (ACO)	Director
	Iwan James (IJ)	Director
	Pete Franklin (PF)	Director

## Minutes

Item	Description	Action
<b>1</b>	<b>Introductions, Administration, Apologies</b>	
1.1	AFi welcomed everyone to the meeting and introductions were made.	
<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 25 <sup>th</sup> June 2018 were approved.	
<b>4</b>	<b>Matters Arising</b>	
<b>4.1</b>	<b>25<sup>th</sup> June 2018</b>	
4.1.1	ACH and BG will work together to produce a related party transactions policy – this has been discussed at the Audit Committee. The Academies Financial Handbook requires more robust consideration. <i>This item will carry over to the October meeting.</i>	<b>ACH/BG</b>

4.1.2	ST to research the kind of publications that fit this category (headline data compared to other chains) and ensure the board are informed when such a publication is published. <i>These publications are normally released in January of each year and ST will update the board as relevant.</i>	
4.1.3	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. <i>WH is liaising with AFL to take this forward.</i>	WH/AFL
4.1.4	IP will amend the draft EDI strategy. <i>This item will be reviewed at the October meeting.</i>	IP
4.1.5	SL will speak with the Marketing Manager regarding a CLF prospectus. <i>This item will be carried over to the October meeting.</i>	SL
4.1.6	Afi congratulated AFL and colleagues on the successful conference. ST's conference welcome video was shown to Directors. ACH asked that information is shared with all Chairs about which members of staff received an award. <i>ST will provide the information to Chairs.</i> At the conference, colleagues from BCA received a gift and a letter from JH and ST.	ST
<b>5</b>	<b>Governance</b>	
<b>5.1</b>	<b>Agenda for Members Review Day</b>	
5.1.1	The members review day will take place on 7 <sup>th</sup> September 2018. The structure of the meetings will be similar to last year. Directors will be contacted by WH and asked for their preference in terms of time slots. Directors discussed the addition of a couple of agenda items to support Directors and Chairs in preparing for the meeting. ST will update the agenda.	ST
<b>5.2</b>	<b>Appointments of Chairs of Council</b>	
5.2.1	Rachel Fleetwood was proposed as Chair of Academy Council for Millpond. It is proposed that Suzanne Carrie's term of office as Chair at BBA is extended for a further four years. <i>The board approved the proposals.</i>	
<b>5.3</b>	<b>Training programme for 2018/19</b>	
5.3.1	Modules are now being developed for the Nimble online training programme. The first modules will cover statutory training such as safeguarding and should be in place for September for new staff with refresher modules for existing staff. An induction module for Councillors has been written and is expected to be ready for mid-September. There will also be some face to face training sessions available and some feedback from the conference suggests that some workshops offered at conference would work as standalone training opportunities for Councillors and staff.	
<b>5.4</b>	<b>Delegation to approve insurance contract</b>	
5.4.1	A process to renew the insurance contract is underway. Submissions are expected back next week for review ahead of placing the contract late July. The value of the three year contract means that this would need to be approved by the board. Given the timing, the board were asked to delegate authority to 2 Directors that could review the details. A proposal will then be put to the board for approval by email. <i>The board delegated this authority to ACH and WL.</i>	
<b>5.5</b>	<b>Safeguarding policy</b>	
5.5.1	The Safeguarding Policy needs to be revised due to some changes detailed in the newly published version of Keeping Children Safe in Education. Rather than wait until the October meeting, the board were asked to delegate authority to 2	

	Directors approve the amended Safeguarding Policy so that it is in place for September 2018. RR asked that a written proposal detailing the amendments is brought to the extraordinary meeting on 17 <sup>th</sup> July 2018. SW will liaise with Afi to prepare this.	SW
<b>6</b>	<b>Strategic Review and Reports</b>	
<b>6.1</b>	<b>CEO's Report</b>	
6.1.1	ST spoke to his report. The board are asked to note that Millpond is not included in the staff figures table provided on page 2.	
6.1.2	NM reported that she has met the Marketing Manager, Michele Hosken who is helping to develop student recruitment, particularly at DSSB and some other academies including MPA.	
6.1.3	RR noted the appointment of Chris Hall as interim Principal of Bristol Futures Academy and asked if this followed the protocol agreed at the start of the year. It was confirmed that the DAF stated that powers to appoint interim SLT roles were fully delegated to the CEO in consultation with the Chair of the Board. Chris Hall has been appointed to the role as a CLF employee, although the leadership of the academy will be provided on the basis of a service-level agreement to Inspirational Futures Trust, which remains the accountable body.	
6.1.4	The board asked if there is a benchmark to show the ratio of teaching to support staff. The table included in the report indicates that there is a surprisingly high ratio of support staff. SL reminded the board that these figures show headcount rather than FTE, so will include all part time members of staff working a low number of hours such as cleaners and SMSA staff.	
6.1.5	ST noted that his report details the number of senior staff remaining in the federation for the next academic year. Of the current crop of senior leaders, which number 119, only one Assistant Principal is leaving the trust to gain promotion elsewhere. It is encouraging that so many senior staff have chosen to remain in the federation.	
<b>6.2</b>	<b>Update on Millpond</b>	
6.2.1	Consultation on whether to change the name of Millpond Academy and what the new name might be has commenced. A paper detailing the results of the consultation was circulated to the board. The board are asked to make two decisions: whether to change the name at all; what the new name will be. After discussion the board agreed that the name should be changed to indicate a fresh start for the school. Some of the proposed names were discussed. The board agreed to delay a final decision on the name for 48hrs to allow executive team colleagues to carry out further research on the proposals at hand. Information will be emailed to Directors in the next two days.	BG
<b>6.2</b>	<b>Strategic Plan</b>	
6.2.1	DN shared a presentation on Area A of the strategic plan. There has been further development on the curriculum. There has been some further standardisation which will allow teachers to be empowered in the classroom and to allow them to connect and collaborate to take the trust forward.	
6.2.2	DN talked through Area A in more detail.	
6.2.3	The board noted that the curriculum plan did not have specific reference to those elements that ensure a broad balanced curriculum, such as Art and Music. DN highlighted some of the workshop material that included the 3 – 19 curriculum statement and the ten principles of a good curriculum. The vision is to have a joy filled curriculum that is inspiring and work relevant and one that will champion the	

	arts. The vision details an enriched curriculum to encompass the arts, rather than including those strands only as extra-curricular. The language of the curriculum plan can be adjusted to include a thread around creativity.	
6.2.4	The board asked if the curriculum planning team were working cross phase. SW confirmed that the KS3 work group have been referencing the KS2 teams and there is a strong appetite to form more links. There are a range of phase teachers included in the planning group, including representatives from KS5.	
<b>6.3</b>	<b>Update on KS2 SATS outcomes</b>	
6.3.1	KS2 SATS outcomes will be known tomorrow, 10 <sup>th</sup> July 2018. ST will provide Directors with a briefing email in the next two days.	<b>ST</b>
<b>6.4</b>	<b>Strategic Review reports from Directors</b>	
6.4.1	<b>Area A - Educator of choice – Airlie Fife</b>	
6.4.2	This has been judged as good for areas A1 and A3. Area A2 has been judged as suitable due to the actions being long term.	
6.4.3	There has been high profile on leading and improvement of teaching and progress with using data to support both teaching and intervention work. There are good levels of training for middle leaders and the impact of this will be seen over a longer period of time.	
6.4.4	Within the ethos and wellbeing strand there has been work on the attendance of staff and students. Appropriate data has helped to identify vulnerable groups and persistent absenteeism.	
6.4.5	Those at highest risk have had RIPs in place and these have been effective.	
6.4.6	In terms of the verification judgements, A1 and A3 are on track. Area A2 is judged as behind schedule due to the longer term actions required.	
<b>6.5</b>	<b>Area B - Employer of Choice – Iwan James</b>	
6.5.1	There has been good recruitment and retention compared to last year. For communications the judgement is suitable in terms of progress. Equality, Diversity and Inclusion has been judged as good.	
6.5.2	In terms of verification, recruitment and retention is on track. EDI is on track; the strategy now needs to be embedded. The challenge is the areas of communications; this is judged as behind schedule.	
<b>6.6</b>	<b>Area C - An Effective Learning Organisation – Ron Ritchie and Pete Franklin</b>	
6.6.1	RR reported on area C1. Area C1 is judged as good, with verification being on track. AFL's regular reports to board have ensured they have been kept up to date. There is ongoing discussion regarding the nature and purpose of the CPD Charter and CLF Research principles. The priorities over the next period will focus particularly on ensuring the second phase of the Ofsted inspection of the SCITT is successful. The next SCITT board takes place on Friday 13 <sup>th</sup> July 2018 and this will provide helpful feedback on progress of this.	
6.6.2	PF is finalising his report on areas C2 and C3. The report will be circulated to the board once complete.	<b>WH</b>
<b>6.7</b>	<b>Area D – Tomorrow's Citizens – Tony Cherry</b>	
6.7.1	Areas D1 – D3 have been judged as having made excellent progress. The report notes that student leadership requires further work. The curriculum activity is very impressive. An Outward Bound activity is planned for April to support some of the federation's most vulnerable children.	
6.7.2	In terms of verification, the activities for area D1 are excellent, however the work is continuous and so will always be slightly behind schedule. Area D2 is on track, work	

	needs to be carried out to ensure this strand is sustainable financially. Area D3 around IT now looks far more strategic and this is a huge step forward. It is judged as behind schedule due to the work that needed to happen to prepare the federation for GDPR, which resulted in limited capacity to progress other areas.	
<b>6.8</b>	<b>Area E – Leading Communities – Tony Cherry</b>	
6.8.1	ACH reported that when considering this area it was felt that one or two objectives set needed variation. Those changes have now been made to the plan which now very closely reflects what the federation is focused on. ACH assured the board that the activities now planned for E1, E2 and E3 are appropriate and sufficient to fulfil the strategic objectives. E1 and E2 are on track in terms of progress. However, the financial sustainability element of E3 is complex and is dependent on capacity. For this reason it is currently identified as behind schedule.	
<b>6.9</b>	<b>Compliance and Health and Safety Annual Report</b>	
6.9.1	The compliance annual report has been provided for information only. BG invited any questions about the contents of the report.	
6.9.2	The board asked for information on the permanent exclusions data as this shows an increase in permanent exclusions, particularly for PP students. SA provided information on the 6 permanent exclusions at JCA, three of which were already underway when she took up the interim Principal role.	
6.9.3	The board requested that fixed term exclusion data is included in future reports.	<b>BG</b>
6.9.4	The board noted the number of complaints that had been responded to late. This often results in an escalation to Stage 2. Colleagues were reminded to ensure the correct processes and timeframes were being followed to avoid this. BG reported that academies are now requesting support from the central team much more frequently and at an early stage.	
6.9.5	ACH noted that four fire risk assessments are showing as moderate and asked if each of the relevant Academy Councils were aware of these. BG confirmed that the academies are required to hold regular Health and Safety committee meetings and that the Health and Safety representative Councillor would be invited to these. BG will check with each of the four Chairs of Council and will report back to the board.	<b>BG</b>
6.9.6	The board asked if the Evolve system covers extended risk assessments for the threat of terrorism. BG will check this and report back to the board.	<b>BG</b>
<b>7</b>	<b>Any other business</b>	
<b>7.1</b>	<b>CLF Meeting Schedule 2017/18</b>	
7.1.1	The meeting schedule for next year is included at Flag G.	
<b>7.2</b>	<b>CLF Governance Results Review – draft programme for 15<sup>th</sup> September 2018</b>	
7.2.1	The agenda for the Results Review day was circulated. The event will include a review of results at CLF level and each academy council will then review their own results. This meeting will replace the traditional first meeting of the academic year that takes place for each academy council and will avoid some of the duplication of information. For this reason, all Councillors are strongly encouraged to attend. There will also be a focus on strategic headlines.	
7.2.2	ST reported that the EFSA have written to the Chair of Board at a number of MATs since December requesting information on how the salary was set for any staff in excess of £100 - £150k. One such letter was received by the CLF over the weekend. The media has published a list of all MATs that received the letter. There are around 150 of them in total. The EFSA are asking the board to exemplify the process by which salaries were set for the year 2016/17. For the CLF this involves 2 members of	

	staff and this is not unusual for a MAT of the size of the CLF. The Bath Chronicle has also covered this and has included some negative stories. A CLF response will be issued to the EFSA in the next 24 hours. IP and SL are gathering the necessary paperwork that demonstrates due process has taken place regarding salary setting.	
7.2.3	On behalf of the board, Afi thanked the Executive team for their work over the academic year, and gave special thanks to the BCA staff. Afi also thanked Rob Gillman and Ian Webber who are stepping down from their role as Chair of Council and Norman Pascal who resigned from the board earlier in the year. Arrangements have been made for after this meeting, for Directors to say a thank you to Jon Gould who is stepping down from the board, but remains as Chair of HWA.	
<b>8</b>	<b>End of Meeting</b>	
8.1	The meeting closed at 18.48hrs.	