

Minutes - Board of Directors

Version:	Approved	
Meeting Date:	13 th February 2019	
Location:	CLF Board Room, CLF Institute	
Time:	4.00pm	
Chair:	Jane Harrington (JH)	Chair of the Board
Members:	Airlie Fife (AFI)	Vice Chair of the Board
	Anthony Cherry (ACH)	Director
	Nicky McAllister (NM)	Director
	Guy Keith-Miller (GKM)	Director
	William Liew (WL)	Director
	Adrian Coleman (ACO)[by phone]	Director
	Pete Franklin (PF)	Director
	Nusrat Arshad (NA)	Director
	Su Coombes (SC)	Director
Attendees:	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
Apologies:	Mandy Milsom (MM)	Executive Principal
	Iwan James (IJ)	Director

Minutes

Item	Description	Action
1	Introductions, Administration, Apologies	
1.1	JH welcomed everyone to the meeting and introductions were made. The board congratulated SW on her appointment to Executive Principal.	
2	Declaration of Interest	
2.1	No verbal declarations were made.	
3	Minutes of Previous Meetings	
3.1	The minutes of the meeting of 13 th December 2018 were approved.	
3.2	Matters Arising	
3.2.1	1.4.2 ST will update PF outside of the board meeting on the rational for the change of grade for the HR Director. <i>This action is complete.</i>	
3.2.2	2.2 Risk Register – Risk S22 and G11 should be closed. Risk E63 requires updating. <i>This action is complete.</i>	
3.2.3	5.4 The marketing strategy will be discussed at the next full board meeting. <i>This item will be carried over.</i>	WH

3.2.4	5.8 SW reported that harassment data is included in CPOMS reporting under the category of 'bullying'. Steve Bane, the DSL, is to investigate if these figures can be separated out. <i>This action will be carried over.</i>	WH
3.2.5	7.1.5 The next education paper will include detail on how the strategic plan includes community engagement, curriculum and the CIAG strategy. <i>This item will be carried over.</i>	WH
3.2.6	7.1.9 ST will discuss amendments to the milestones referenced in the strategic plan offline with AFI and will report back to the board at the next full board meeting. <i>SA has undertaken a full edit of the plan. This will be shared at the next meeting.</i>	WH
3.2.7	7.1.13 DN will amend the wording within the strategic plan to ensure STEM is referenced explicitly. <i>This item is complete.</i>	
3.2.8	9.1.2 The results of the staff survey will be brought to the next full board meeting. <i>This item will be carried over.</i>	WH
4	Strategic and Educational Updates	
4.1	NSETC Due Diligence	
4.1.1	A letter from the DfE was circulated. ST has emailed Directors to provide additional background information.	
4.1.2	SL presented a SWOT report (slides attached as Annex A). It is planned that NSETC will become a secondary academy to open September 2020. The building will be vacant in the interim period and various letting opportunities for parts of the site are being explored. The proposed transfer date for NSETC to join the federation is 1 st July 2019; this would mean the federation would oversee the process of significant change with regard to the current provision, as it moves from being a 14-19 to a 11-19 mainstream academy. The notion is that the 15 students in year 10 will transfer to HPA to complete their KS4 studies. The education due diligence has been carried out by Tony Searle and Jon Angell.	
4.1.3	North Somerset LA have been examining ways to grow the number of places available and have considered the need for a 5 th secondary school. A number of children already travel out to Churchill and other areas to go to school. SL shared projected pupil numbers showing that by 2022 it is possible that North Somerset will be short by some 77 secondary school places. That need will increase if the proposed reduction in PAN at HPA is successful.	
4.1.4	NA asked what the anticipated pupil numbers were. SL said it is likely to be 750 when full. Over the next few weeks detailed modelling will take place on a number of different scenarios and staffing will be matched alongside that to determine the likely funding. SL said the federation will use their previous experience to know what capacity is needed at each stage. Resources will be shared with other academies. For example, it might be that a caretaker could work across both HPA and NSETC.	
4.1.5	WL said it is essential that the federation safeguard the site during the interim year and asked for more information on the physical site. BG described the site as a three-storey building with a car park, MUGA and field on a developing site with other businesses as well as some ongoing construction.	
4.1.6	GKM asked about plans for Post 16 on that site. ST said this is being considered for the wider cluster rather than NSETC. It would be sensible not just to duplicate the offer at Weston College, where clear strengths in curriculum provision exist, rather to complement the offer where possible.	

4.1.7	ACO noted that information available would indicate it would be difficult to accommodate Post 16 provision on the existing site. ST reported that an investment of £1.2m would allow the site to accommodate Post 16. ACO asked if there might be problems with obtaining permission from Persimmon to adapt the building to accommodate 750 pupils. BG said indications were that there were not onerous consents within the lease and that landlord consent had not been an issue in the past. The limited outdoor space was discussed.	
4.1.8	<p>The board are asked to:</p> <p>a) Approve in principle the transfer of NSETC to the CLF</p> <p>b) Approve in principle the opportunity to lease or let the NSETC site to one or more third parties for the 2019/20 academic year</p> <p>c) Approve in principle the opening on a new 11-19 provision on the NSETC site from September 2020</p> <p>d) Approve the continuation of discussions regarding the NSETC and Inspirational Futures debt</p> <p><i>The board approved these proposals.</i></p>	
4.2	CEO update to include growth	
4.2.1	ST confirmed that May Park Primary is to join Excalibur Trust and that the CLF did not win the bid for the new primary school in Yatton. The federation was invited to interview in January to discuss the submission for a free school on the site of DSSB. ST will provide further updates when available.	
4.2.2	BFA transfers to the federation on 1 st March 2019. BFA staff have been working very closely with the federation. The education risk has been considerably mitigated and this will continue to be mitigated as the federation works with BFA after it is fully part of the CLF. The transfer of BFA also sees the launch of Snowdon Village. SA described Snowdon village as a number of smaller inclusion provisions linked to a larger provision to give breadth and scale to the offer. Work in The Nest and Engage will continue. SA described some work that is happening across Bristol called the ACES agenda, based on research from the USA, which shows that early adverse childhood experiences have a negative impact on health in later years.	
4.2.3	ST confirmed that the federation has turned down an invitation to express an interest in sponsoring Steiner Academies in Bristol and Frome, who are looking for a strong MAT to join. AFL described the work the federation is doing as a school improvement partner for Steiner Academy Bristol in the interim period to improve safeguarding and educational standards.	
4.2.4	AFL described the work of the CLF Institute in supporting schools via SSIF bids. There are numerous ongoing strategic school improvement projects in South Glos and Bristol. The projects look to have been successful in moving schools forward. There needs to be sustainability and succession planning in order to see these improvements continue to have an impact. The Institute is also involved in tailored support programmes in recruitment and retention; there are some academies that need particular advice and support in Salisbury and Swindon.	
4.2.5	AFL shared details of a new support package to be provided by the CLF Institute services, aimed at developing MATs that are younger and would benefit from	

	some guidance. GKM suggested that the sponsors are added to the brochure at the next reprint.	
4.2.6	GKM noted there could be some adverse publicity regarding the federation working with the Steiner school and asked if there is due diligence carried out before the federation makes a decision to provide school to school support. SA provided some information about the work carried out by the Headteacher board. There is a steer from the RSC for transparency around the notion that MATs that support schools will not expect to be made the sponsor of that school. There are clear guidelines around how support is brokered. In the case of the Steiner school we were directly approached by the RSC to offer support. This type of support, as well as fitting with the federation's moral purpose, also provides income generation and creates opportunities SLE and system leaders.	
5	Finance	
5.1	Hérons' Moor (HMA) Budget	
5.1.1	SL provided an update on HMA. HMA joined the federation on 1 st January 2019. The first six weeks have gone very well and the induction phase is proving successful. SW reported that in the build up to the transfer, and since, HMA staff have been fully engaged. Julie Fox (Principal) has been proactive in engaging with the federation's professional services colleagues.	
5.1.2	SL proposed that the 8-month budget described at Flag C is approved by the board. SL confirmed that the budget does meet the pro rata 1% surplus target. WL confirmed that he has reviewed the budget with SL and is happy with the figures. <i>The board approved the budget.</i>	
6	Governance	
6.1	a) Scrutiny Committee TOR	
6.1.1	Over the course of the year discussions have taken place concerning amendments required to the Scrutiny Committee TOR. ST, GKM, DN and AFi have been involved in reviewing the current document.	
6.1.2	The board discussed the requirement to have external representation on the panel. ST noted it can be difficult to find people with enough experience and availability to sit on the panel. It was agreed that the TOR will state that a minimum of one external representative should sit on the panel and that if this is not possible a change of date will be considered for the meeting.	
6.1.3	ACH felt there could be some overlap in the work of the Scrutiny Committee and that of the Audit Committee. It would be a useful piece of work to examine the relationship between the two committees.	
6.1.4	<i>The board approved the proposed amendments to the TOR. Membership will be updated to show the maximum number of members as 8.</i>	
6.2	b) Governance for Clusters	
6.2.1	BG confirmed that the cluster project came into effect on 1 st February 2019 and that it would be timely to consider how governance will work for clusters. BG will set up a meeting to start discussions. Directors interested in joining the group were asked to contact BG.	BG/ Directors
6.2.2	PF said it would be helpful to list the organisation structure, including the Executive team at the back of the board papers for reference. It would also be useful to have a list of all current school to school support provided. BG will include the information from the governance handbook in future meeting papers.	BG
7	Operational Issues	

7.1	a) Records Retention Policy	
7.1.1	The board is asked to approve the revised Records Retention Policy as at Flag E. ACH recommended that a year be added to the period for which the federation would retain student records. The policy will be amended to reflect this. <i>The board approved the policy.</i>	
8	Any Urgent Business	
8.1	SL asked that any Directors that had not completed the new pecuniary interest form, do so as soon as possible.	Directors
9	Any Other Business	
9.1.1	PF asked if there were plans to rename NSETC should they transfer into the federation. ST confirmed this would be the case.	
9.1.2	PF asked if there were any issues to report from HR. IP confirmed there was not.	
9.1.3	Reports from link Directors on the areas of the strategic plan will be provided at the March meeting.	
10	Close of Meeting	
10.1	The meeting closed at 17.46	