

Minutes - Board of Directors

Version:	Approved	
Meeting Date:	25 th April 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)	Director
	Pete Franklin (PF)	Director
	Nusrat Arshad (NA) [by phone]	Director
	Su Coombes (SC)	Director
	Bethan Owen (BON)	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
	Bryony Green (BG)	Director of Corporate Services
	Sarah Lovell (SL)	Finance Director
	Wendy Hellin (WH)	Clerk
Apologies:	Mandy Milsom (MM)	Executive Principal
	Alison Fletcher (AFL)	Director of CLF Institute
	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 welcomed Bethan Owen (BON), recently appointed as a Director by the members. BO introduced herself and detailed her background in education. The updated risk register is included for reference at Flag A and is a starred item.	
2	Declaration of Interest	
2.1	JH confirmed she is now a Director of 91 Ways.	
3	Minutes of Previous Meetings	
3.1	The minutes of the meeting of 13 th February 2019 were approved. AFi noted the item at 6.1.3 referencing potential overlap of the Scrutiny committee and Audit Committee. AFi and ACH agreed to meet to discuss further and will report back to the board.	AFi/ACH
4	Matters Arising	
4.1	6.2.1 - Bryony will set up a meeting to start discussions regarding governance for clusters. Directors interested in joining the group were asked to contact BG. WH	

	<i>has emailed Directors to check their availability for 21 May 2019. BG will provide an update at the next board meeting.</i>	BG
4.2	5.4 - Sarah Lovell - The marketing strategy will be discussed at the next full board meeting. <i>It was agreed that SL, at the October board meeting, will report on how the strategy went and actions for the next year.</i>	SL
4.3	5.8 - Susie 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>The federation is refining categories used across the trust. SW will include data in the next Education Report to board.</i>	SW
4.4	7.1.5 – Dan - The next education paper will include detail on how the strategic plan includes community engagement, curriculum and the CIAG strategy. <i>This item is complete.</i>	
4.5	7.1.9 - Steve 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>This item is complete. SA has undertaken a full edit of the plan. This will be shared at the next meeting.</i>	SA
4.6	9.1.2 – Ian - The results of the staff survey will be brought to the next full board meeting. <i>This is included in the HR report.</i>	
5	Education Report	
5.1	Input from Education Scrutiny	
5.1.1	AFi reported on the work of the Scrutiny panel. Academy scrutiny meetings took place on 28 th January 2019 and 18 th March 2019. There was an Executive Scrutiny meeting on 29 th January 2019 and KOA was seen at this meeting. All academies will have been seen at least once by June, and academies with some concerns will have been seen more frequently.	
5.1.2	The Education report includes recommendations made for each academy. The focus for the panel is how progress and actions are tracked. In addition to attending a scrutiny meeting, academies have visits with their EPs as well as external reviews, Ofsted reports and Academy Review meetings. DN is working on a single tracking sheet that will pull together all priorities and feedback gathered. This will help the AC and SLT and should be in place for September 2019. The board suggested that recommendations set are smarter so that tracking can be tighter and that the language used is suitable for sharing with the ACs.	
5.1.3	The board asked for clarity around the process for sharing the recommendations with the AC. The Executive confirmed that the EPs share the recommendations with the Principal and that the minutes of the meeting are sent to the Chair and Principal. The recommendations should feature on the agenda of every AC meeting.	
5.2	Key Stages EYFS to P16	
5.2.1	DN highlighted the risk table on page 4 of the Education report and described the risk movement at each academy.	
5.2.3	DN reported on key changes to the Ofsted framework: <ul style="list-style-type: none"> • Outcomes and quality of teaching are now combined into one judgement for the quality of education; • Personal, Development, Behaviour and Well-being has been split into two judgement areas “Behaviour and Attitudes” and “Personal Development.” The new framework also emphasises the importance of subject knowledge. Teachers need to really know sequencing and key concepts. This has been broadly	

	welcomed as it takes the focus off outcomes and on curriculum. Off-rolling is also a focus but is not something that happens in the federation.	
5.2.4	<p>Outcomes predictions for summer:</p> <ul style="list-style-type: none"> • Post 16 looks strong; there is a decline in predictions for U and X grades and a significant improvement in Value Added data. • KS4 – the overall pattern looks similar to that of last year. There are some concerns still at KOA but there is some improvement and some good raising attainment data. Predictions for JCA look lower than this time last year, support is in place for those students that need it. DSSB is deliberately non-compliant for progress 8 as it has a specialist key stage 4 curriculum; progress 7 shows improvement and destinations are strong. 	
5.2.5	Year 6 and Year 2 predictions were highlighted. Mini-mocks are taking place across the federation in primary settings. There is additional school improvement support from central colleagues in SA. The school improvement team is working across primary academies in reading, writing and maths and local authority colleagues that are supporting some initiatives across the federation are weighted to SA. Raising achievement work is very strong across primary academies this year and Chris Barrett, VP at Evergreen Primary Academy, is working with SW to build on that. There has been some under-predicting at Begbrook Primary Academy, but there is an ongoing dialogue around that.	
5.2.6	The City Academy Bristol Inspection is detailed in the report. There are now 3 good secondary schools in East Central Bristol, all of which have been the lowest-performing school in Bristol in the last ten years. The Board noted the excellent outcome and wished to pass their thanks to the Principal, his staff and students.	
5.3	Questions from the board	
5.3.1	Can you describe what is behind the rating for Summerhill Academy (SA) and King's Oak Academy (KOA), and what are your thoughts around mitigation for those academies?	
5.3.2	The risk is measured on the basis of the quality of leadership, quality of teaching, outcomes and some other variables. SA and KOA had a risk rating of 4 or 5 in the past and have received intelligent intervention from central colleagues. The risk determines how involved the central support is in each academy. The paper provides a summary about the specifics of KOA and SA.	
5.3.3	The Progress 8 predictions for John Cabot Academy (JCA) and King's Oak Academy (KOA) are very concerning. The report provides information on many of the mitigations in place. Is there anything else that can be done by the federation? Is there anything the Board can do to support improvements at those academies?	
5.3.4	There is a section in the paper that shows interventions at KOA and this is improving the Progress 8 prediction. Predictions are based on current data from mocks, with no inflation. Last year Progress 8 was -0.68; it looks like this will increase to around -0.25, however you are right to say this is still a concern. We have recently recruited an additional Executive Principal and this will increase capacity in the centre to support Principals from September, and this should have a significant impact on the improvement of each of those academies. An additional Director has also recently been recruited and this brings further educational expertise to the Board.	
5.3.5	AFi asked that in future the data includes a comment on what the figures were for the same time last year.	DN/SW

5.3.6	What can we learn from the excellent results achieved by Frome Vale Academy in 2018?	
5.3.7	We do share learning from where we find good practice. Frome Vale Academy had an unswerving focus on getting small cohorts through the SATs. The cohort for last summer was 18 children. The Principal has showcased some of that practice at raising attainment networks.	
5.3.8	A lot of additional resource is targeted for students taking exams this year. How will the trust ensure we do not repeat this every year? Is parallel support being put in place in the lower year groups?	
5.3.9	There will always be additional interventions for the year group taking exams. However, we are building a curriculum for 3 to 19 and this is the long term sustainable focus on ensuring children make rapid improvements earlier.	
5.3	CLF Institute	
5.3.1	The CLF Institute report is at Flag D. AFL has given her apologies. The Executive Team invited questions about the report.	
5.3.2	Questions from the Board and response from Executive Team	
5.3.3	There is a concern around recruitment and retention. There have been teachers in post that are not specialists in the subjects they teach. How are we covering that scenario in terms of Ofsted? Figures in the report suggest there are more teachers leaving than joining. Are the figures shown CLF figures or national; and if they are national, what are the figures for the CLF?	
5.3.4	Compared to previous years, recruitment of teachers into hard-to-recruit roles next year has gone very well. We are deliberately over-recruiting to maths and science. We hold exit interviews and are in the process of standardising these so we can measure this across the federation. IP will provide retention figures for the next board meeting.	IP
5.3.5	The report refers to the programme losing some candidates to other providers offering more attractive packages. Do we have information on how those providers are funding these offers?	
5.3.6	There are a number of routes into the profession and it now costs money to train. There is an impact on recruitment to primary programmes as there is often an incentive, via a bursary, to train to teach the secondary phase. A popular route is that of the School Direct salaried approach. Students that sign up to those providers will often end up training with the federation as a number of those providers commission the SCITT course from the CLF. AFL is refreshing the approach to primary recruitment and will provide an update at the next meeting.	AFL
5.3.7	The initial applications are quite high. Are we too selective?	
5.3.8	No, we are very inclusive, but trainees have a lot of choice as to where to go and often approach several providers. It is helpful to learn that Ofsted are considering a new approach whereby non-completion of a course is no longer a limiting factor to securing a strong judgement under inspection.	
5.3.9	Has the federation considered targeting career changers?	
5.3.10	We do have some career changers on the course, and will consider how to pursue that option further. The introduction of fees to these courses has driven down the number of people coming in via this route.	
	End of Questions	

5.3.11	A new maths hub is to be introduced that will sit on the border for our region. ACH noted that Lisa Pollard will play a big part in supporting the new hub during its creation and reported this was due to the huge success of the Boolean Maths Hub.	
5.3.12	The CLF Summer Conference takes place at City Academy Bristol on 5 th July. Directors are asked to save the date if they are able to attend. The theme is 'Ten Years A Trust'.	
6	Strategic Developments	
6.1	CEO Report	
6.1.1	The CEO's Report is included at Flag E.	
6.1.2	The board noted the bid for a primary on the site of DSSB and asked about the vision for this, particularly as the site would not accommodate students in years 7 and 8. ST advised that, if successful, the trust would continue to work closely with the local authority and would seek to bridge that gap over the next 8 years.	
6.1.3	The board asked if there were reasons why the trust were not successful in sponsoring May Park Primary. ST reported that Excalibur Academies Trust were the successful trust and that this enabled them to create an East Bristol hub.	
6.1.4	ST reported that some discussions are underway regarding potential growth in the Cirencester and Stroud area.	
6.2	Review of Strategic Areas	
6.2.1	AFi reported that she has submitted two reports on Strategic Area A. The first is from January 2019 and the second April 2019.	
6.2.2	The Strategic Plan has been thoroughly reviewed. AFi reported that the strategies within Area A are securely routed in research. The plan enables individual academies to pick up more detailed strategies and acknowledges that core practice needs to be in place in schools to allow them to innovate and build on sustainable improvement. Area A shows the right drivers for a more mature multi-academy trust that wants to move to outstanding and ensures that those that need more support do get it.	
6.2.3	The second report reflects more on the progress being made. Good progress is shown in most areas, but progress for the empowerment strand is difficult to assess at this point. Evidence of impact will be seen in the summer term. Some areas will remain on the plan as they require further cyclical development.	
6.2.4	GKM and ACO will report on their Strategic areas at the next board meeting.	
6.2.5	ACH noted he could no longer see reference to resilience in the plan and asked where that was now contained. DN confirmed this was now in the wider CIAG strategy. The CIAG strategy will be brought to the next board meeting.	DN
7	Finance Report	
7.1	a) Broadoak Due Diligence	
7.1.1	SL described the relevance of Broadoak to the overall strategic plan. Due diligence has been carried out and the results were shared in a presentation by SL. These are attached to the minutes at Annex A. SL highlighted the following: <ul style="list-style-type: none"> • Risks are around the educational outcomes and the RI status; • Progress for Pupil Premium students needs to improve; • An HR risk exists in relation to pay factors; • Estate investment is needed; • The school has already made improvements since the start of the support of the CLF. 	

	<ul style="list-style-type: none"> The risks identified are challenges that the federation has faced before, and have successfully overcome. 	
7.1.2	Questions from the Board and response from Executive Team	
7.1.3	There are £950k of reserves, £450k of which will transfer to federation reserves. Are there any reputational risks of doing that? Have Broadoak raised any concerns?	
7.1.4	No, we have ring-fenced some of the reserves for use at Broadoak.	
7.1.5	Are there likely to be any management of change processes involved?	
7.1.6	It does not look like there will need to be any major structural changes, but it too early to confirm at this stage.	
7.1.7	Information suggests parental engagement is poor – is that correct?	
7.1.8	The information relates to parental engagement with Broadoak generally, rather than about the transfer into the federation. There have been no negative comments received about the CLF.	
7.1.9	The Ofsted report details a number of improvements required including Leadership. However the due diligence report shows Leadership to be strong. Why is this?	
7.1.10	The Ofsted report is more of a reflection of the previous leadership. Our assessment is that the academy is already showing substantive improvement. A new Deputy Head is now in role.	
7.1.11	Although the total risk rating is quite low, the medium high risk is in the area of education, and the federation already has some high risk academies. What level of confidence can you provide around how that will be managed?	
7.1.12	We have confidence that the school is already improving and that Leadership has the capacity to improve it further. It is supplemented by the School Improvement Team and central Education Executive with 3 Executive Principals to add capacity.	
7.1.13	Are you extending capacity to more general central resources, beyond that of education?	
7.1.14	The new cluster structure has the capacity to support additional provision in North Somerset. There may be some minor input to central teams but nothing on a large scale.	
7.1.15	Capital investments were mentioned; do Broadoaks' plans of what to spend the money on align with the thinking of the Executive Team?	
7.1.16	Plans are still being put together and we have ensured they have all the relevant information in terms of surveys and estate plans.	
7.1.17	If approved, is there a date fixed for transfer?	
7.1.18	If approved here, it will go to the RSC SW Headteacher Board for approval on 20 th May 2019. If further approved the transfer date will be 1 st July 2019.	
	End of questions	
7.1.19	The board are asked to review, scrutinise and note the due diligence report, and to approve the sponsor of Broadoak by the federation. <i>The board noted the due diligence report and approved the proposal.</i>	
7.1.20	The board are asked to approve the retention of £500k of Broadoak reserves to be spent specifically at the academy and the remainder to be pooled in line with CLF policy. <i>The board approved the proposal.</i>	
7.1.21	SL circulated a paper regarding the change of name for Broadoak. <i>The board approved the suggestion to change the name from Broadoak Maths and Computing College to Broadoak Academy.</i>	

7.2	b) Finance Report	
7.2.1	The trust is on track to achieve budget this year, and is showing a surplus of £27k. There are challenges in some academies, particularly those in South Gloucestershire.	
7.2.2	DSSB is doing very well and student numbers for next year look very healthy for year 10 with around 100 students joining in September, against a PAN of 90. Figures for year 12 are still disappointing.	
7.2.3	Teachers' pension contributions will rise in September resulting in an increase of around £1.5m across the trust. Government has committed to funding this through a grant, although this is unlikely to be for the full amount.	
7.2.4	NA noted that some of the overspend appears very high. SL reported this would be where the academy has received additional funding throughout the year and has gone on to spend the funds; it then appears to be over budget. WL invited NA to attend the next Finance Executive Group meeting.	WH
7.2.5	The board were asked to approve the approach to Related Party Transactions, as detailed in the Finance report at Flag H. ACH felt the approach was unnecessarily constraining. ACH will speak with the auditors. JH proposed that the board approve the approach in principle at this stage. <i>The board approved the proposal in principle.</i>	ACH
7.2.6	The board were asked to approve the 6 month budget for BFA as detailed in the Finance Report at Flag H. <i>The board approved the proposal.</i>	
8	HR	
8.1	a) HR Report	
8.1.1	IP spoke to the report. A new HR and payroll system is to be procured. There is a recommendation that the authority to approve the contract for this is delegated to two directors due to its high value. Approval was delegated to SC, PF and WL. This could happen virtually if time is a constraint. The approval will only be brought back to full board if contentious. <i>The board approved this proposal.</i>	SC, PF, WL
8.1.2	The gender pay gap report shows that the median figure has reduced. This is broadly in line with other trusts. NA asked for the Executive Teams view on the pay gap. IP highlighted the graph that showed that the lower pay grade jobs attract a large proportion of females. The lowest paid roles are TAs, cleaners and SMSAs.	
8.1.3	The engagement survey data is included in the HR report. The response rate is low; this will be discussed at the P & W Executive meeting. NM expressed concern that the survey appeared to suggest that accessibility to opportunities for personal and professional development was an issue. IP will examine if this is a feature of any particular group of staff. PF noted it is essential that staff see the survey results are used effectively. ST highlighted that the results of last year's survey resulted in the implementation of the Employee Assistance Programme.	NA IP
8.1.4	ACH noted the number of capability cases (formal and informal) and suggested the report should provide further context for these. The academies where this figure is high are not the ones that show as being of high risk so the information does not correlate well.	
8.1.5	ST confirmed that a third Executive Principal has now been recruited and will join the federation on 1 st September 2019.	
8.2	b) HR Manual updates	

8.2.1	IP asked the board to approve the changes to the HR Manual as detailed in his report, including updates on GDPR, KCSIE, pay and progression. The board approved the proposal.	
8.2.2	SC reminded the Executive Team that an EQI assessment should be carried out whenever a policy is reviewed.	
8.2.3	ST reported that Mandy Milsom has decided to retire from her role as Executive Principal. The board asked that their thanks are passed to Mandy for her many years of hard work and dedication to the children served by the federation.	
9	Operational Issues	
9.1	a) Operational Report	
9.1.1	The Operational Report is included in the papers at Flag I. There were no questions raised about the report.	
9.1.2	AFi reported that as the link Director for Safeguarding, she meets termly with Susie Weaver and Steve Bane. There is good liaison work happening within CLF such as for the Single Central Register. There are also good links with external agencies. Nimble online training is now in place and this is being monitored to ensure all staff are completing it. Further capacity is being put in the central team and the potential impact of budget cuts to academies, in relation to staffing linked to safeguarding functions, is being monitored.	
9.2	b) First Aid Policy	
9.2.1	The First Aid Policy has been reviewed and is at Flag J. Directors are asked to approve this policy.	
9.2.2	<i>The board approved the First Aid policy.</i>	
9.3	c) Health and Safety Policy	
9.3.1	The Health and Safety Policy has been reviewed and is at Flag K. There are minor updates only to reflect the change of roles in academies. Directors are asked to approve this policy. <i>The board approved the Health and Safety policy.</i>	
9.4	d) Modern Slavery and Human Trafficking statement	
9.4.1	A Modern Slavery and Human Trafficking statement is being drafted for the CLF website. This will be circulated to the board later this week. A related policy is also being developed. The board is asked to delegate approval of that policy to two Directors. <i>The board delegated authority to JH and SC.</i>	
10	Governance	
10.1	a) Chair Of Academy Council Appointments	
10.1.1	No appointments to Chair of Council were made.	
10.2	b) Feedback from COAC	
10.2.1	COAC was reasonably well attended and Chairs were very engaged. The committee looked at the skills audit and its potential further development. Office 365 Teams was introduced; details of which will be circulated to the board. A number of Academy Councillor appointments were made. The education focus was on raising achievement.	
11	Report of the Sub Groups	
11.1	Minutes of the sub group meetings can be found on CLiF and in Teams.	
12	Any Other Business	

12.1	It was reported that the DfE have announced the permanent appointment of Dominic Herrington as National Schools Commissioner.	
12.2	The meeting closed at 19.30hrs.	