

# Minutes - Board of Directors Strategic Review

<b>Version:</b>	Approved	
<b>Meeting Date:</b>	15 <sup>th</sup> July 2019	
<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>	Airlie Fife (AFI)	Vice Chair of the Board
	Anthony Cherry (ACH)	Director
	Guy Keith-Miller (GKM)	Director
	William Liew (WL)	Director
	Adrian Coleman (ACO)	Director
	Su Coombes (SC)	Director
	Bethan Owen (BON)	Director
<b>Attendees:</b>	Steve Taylor (ST)	CEO
	Sally Apps (SA) [part]	Executive Principal
	Susie Weaver (SW)	Interim Executive Principal
	Alison Fletcher (AFL)	Director of CLF Institute
	Ian Payne (IP)	HR Director
	Bryony Green (BG) [part]	Director of Corporate Services
	Sarah Lovell (SL)	Finance Director
	Wendy Hellin (WH)	Clerk
	Kate Richardson (KR)	Executive Principal
<b>Apologies:</b>	Nicky McAllister (NM)	Director
	Nusrat Arshad (NA)	Director
	Dan Nicholls (DN)	Executive Director of Education
<b>Not Present:</b>	Iwan James (IJ)	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. Apologies are recorded above. JH introduced Kate Richardson who is joining the federation as EP from September.	
<b>2</b>	<b>Declaration of Interest</b>	
2.1	No verbal declarations of interest were made. The clerk circulated existing forms and asked Directors to amend if appropriate and sign to say details were still correct.	
<b>3</b>	<b>Minutes of Previous Meetings</b>	
3.1	The minutes of the meeting of 6 <sup>th</sup> June 2019 were approved subject to amending the following: 5.1.1 The Principal and SLT are working hard but there are some concerns about their ability capacity to accelerate the pace of change.	
<b>4</b>	<b>Matters Arising</b>	
4.1	1.1 WH to circulate slides on accessing Teams and Nimble. <i>This item is complete.</i>	
4.2	4.1 AFI and ACH agreed to meet to discuss potential overlap between the Scrutiny panel and the Audit Committee further and will report back to the board. ACH and AFI to meet in September. <i>This item will be carried over.</i>	
4.3	4.3 It was agreed that SL, at the October board meeting, will report on how the marketing strategy went and actions for the next year. <i>This item will be carried over to the October board meeting.</i>	

4.4	4.7 Recruitment and Retention - IP will provide retention figures for CLF and national to next board meeting. <i>This will be provided in the October Board report to include the whole academic year.</i>	
4.5	4.10 ACH will speak with the auditors regarding related party transactions. This will take place at the next Audit Committee meeting. <i>This item is complete.</i>	
4.6	7.5 SC noted that there is not an EDI section in the HR report and asked for it to be included next time. IP confirmed that feedback will be received from Principals next week so an update will be provided in the July report. <i>IP to circulate some information before the end of term.</i>	IP
<b>5</b>	<b>Governance</b>	
5.1	<b>Agenda for Members Review Day</b>	
5.1.1	This is included at Flag C.	
5.2	<b>Appointments of Chairs of Council</b>	
5.2.1	The following appointments were approved: FVA – Laura Walder HMA – Paul Westwood BA - Sue Marshall MPA - Bridgett Sutters	
5.3	<b>Training Programme for 2019/20</b>	
5.3.1	The CLF Institute training programme was circulated. This includes three safeguarding sessions. In addition to this there are five online Nimble training sessions with more in development. There will be some whole day training events that will be badged as Governance conferences, the first will be on 14 <sup>th</sup> November and a further one will take place in March. It was suggested that these conferences might be opened up to other MATs. AFL will consider this following feedback from the November event.	
<b>6</b>	<b>Strategic Review and Reports</b>	
6.1	ST provided a number of updates to the board.	
6.1.1	The Head Teacher board has now approved the change to Winterstoke Hundred Academy, to include KS3 provision.	
6.1.2	ST reported that discussions with Uphill Primary Academy are taking place to consider if the CLF might be a good fit as a sponsor. Uphill Primary Academy is a direct feeder school for both Weston secondary academies. If CLF is deemed sponsor of choice, full due diligence will be carried out.	
6.1.3	There has been an approach from Bristol City Council concerning a provision called Catch 22 that provides a range of services to vulnerable children. There are 127 students based at 3 sites. The provider is closing the provision and the LA has asked if a provider could take on 47 of those children. Some of the other Local Authorities concerned have already resolved the issue for the students in their area. The federation is considering whether Snowden Village is an appropriate fit for those children and if there is sufficient capacity there. Further updates will be provided on this as things progress.	
6.1.4	Su Coombes joined the meeting.	
6.1.5	ST and colleagues visited Ormiston Trust last week to look at what makes trusts successful. There are plans for Ormiston to visit the federation, as well as two other trusts.	
<b>6.2</b>	<b>Unvalidated primary data</b>	
6.2.1	The headlines show that there is strength in EYFS and KS1. While there are also some strengths in KS2, there are some disappointments.	
6.2.2	<b>EYF</b>	

	GLD is at 76% against a national average of 72% (this is without including HMA – with HMA it is at 78%). PP students are at 65% against a national average of 57%. Historically the challenge has been in reading and writing, but the gaps are closing with improvements year on year over the last 5 years.	
6.2.3	<b>Phonics</b> Last year phonics was a real strength, but this did mean that there was a challenge with children achieving age related expectations at the end of Year 2. This year the federation is at national (82%) and the year 2 writing data is stronger.	
6.2.4	<b>KS1</b> KS1 has seen some increases and some drops against our own data and national. Reading is a bit lower this year at 74%. Writing has increased to 71% against a national figure of 68%. Maths is at 78% against a national figure of 75%.	
6.2.5	<b>KS2</b> The combined result is 60% against a national average of 65%. Within this figure there are some stories of great success and some disappointment. BPA – 65% vs 73% last year (90 children in the cohort) EPA – 73% vs 12% last year (19 children in the cohort) FVA – 79% vs 74% last year (19 children in the cohort) MPA – 55% vs 54% last year SA – 49% vs 52% last year and national average of 65%. HMA – 70% (only been with the federation since January).	
6.2.6	SW will circulate results data before the end of term. Some principals are returning papers for remarks so these results might move a little.	<b>SW</b>
6.2.7	SA remains high risk. Preliminary support plans are being formulated ahead of the summer break. There are also some concerns around MPA and BPA.	
<b>6.3</b>	<b>Strategic Review Area A – School Improvement - AFi/SW</b>	
6.3.1	AFi reported that the plan for school improvement is strong. There are 29 tasks detailed of which only 3 needed to be revised during the year. Overall progress has been good – it is hard to say it has been excellent without the final outcomes data. Out of the 29 actions, 21 have been moved to ‘on track’, 2 have been revised, 3 will continue next year and only 1 has not yet happened. AFi suggested the wording on the template be tweaked slightly to reflect that outcomes are not available; or that the process cycle is altered so that the final review is carried out in September.	
<b>6.4</b>	<b>Strategic Review Area B – People – GKM/IP and AFL</b>	
6.4.1	GKM has met with IP and AFL during the course of the year. The validation judgements shows the right actions have been identified and the verification judgements show that progress is on track. Areas include a focus on federation wide solutions to supply cover and ongoing work on EDI. Nimble is now in place and has been received positively. A BME recruitment conference was held to increase BME staff in the federation. The only areas identified as not yet on track are developing the CLF Apprentice provision and investigating becoming an Apprentice Training Provider, and Recruitment for SCITT core primary. GKM congratulated AFL on securing a good for the SCITT provision from Ofsted, and for the success of the recent summer conference.	
<b>6.5</b>	<b>Strategic Review Area C – Infrastructure – ACO/BG</b>	
6.5.1	ACO reported that he would support AFi’s comments regarding the timing of the strategic review in terms of validation. There are some instances when it is detailed that actions will be completed by the end of the year, so a final review in September would mean that this could then be verified. The actions were deemed to be appropriate and stretching. There has been noticeable achievement during the year, including the organisation of Snowden Village, the increases to turnover and the rise	

	in student numbers. The cluster project was a key strand for the year and this has been very successfully implemented, with some benefits already clear and more yet to be seen. Once action (the addition of a further sponsor) has been deemed unnecessary. All other actions have been progressed, with a small number to be carried forward. Overall, great progress can be seen.	
6.5.2	PP asked what would be the indicators that the federation was in the top 5% of MATs in the country. ST said that pupil outcomes are a key indicator, alongside staff turnover, sickness absence, growth and financial performance.	
<b>6.6</b>	<b>Strategic Plan Update</b>	
6.6.1	The conference film was shown.	
<b>6.7</b>	<b>Looking Ahead to 2019-20</b>	
6.7.1	ST gave a presentation on the strategic plan for the coming year. The slides are available in TEAMS. ST reported that there is high stability across the leadership teams. SA is no longer needed to support within an academy and can remain focused on the EP role. Kate Richardson starts in September. Both these will ensure full capacity for the Executive Leadership team.	
6.7.2	AFi asked that a finalised copy of the full plan is made available to Directors. ST confirmed that the link Directors look at the full detail as part of their strategic review. The headlines of the full plan (the one year ambitions) will be shared with the board.	
6.7.3	PP asked for information concerning the Post 16 strategy; specifically student numbers. ST reported that it is an ambition of the trust to have 3 – 19 provision in each of the three clusters. This will grow student numbers and ensure there is no strategic weakness in this area.	
<b>6.8</b>	<b>Compliance and Health and Safety Annual Report</b>	
6.8.1	The Compliance, Health and Safety Annual report is included at Flag F. BG advised that the report shows that there is one reportable breach of Data Protection still open with the ICO; this is no longer the case. The ICO now consider the case closed and are taking no further action on that.	
6.8.2	ACO reported that H & S at HWA had not improved sufficiently over the last 4 years and that this was considered at the last PPI meeting. A deep dive has been requested and the results of that will be looked at during the next PPI meeting to ensure improvement is now secure.	
6.8.3	GKM noted that KOA have responded to a number of complaints outside of the timeframe. BG reported that the federation sets the timeframes and that these are about to be reviewed to ensure that all complaints, including complex matters, are dealt with in an appropriate time. The revised policy will come back to the board for approval. GKM recommended that during the policy review, consideration is given to including a process whereby people involved in making recommendations are able to monitor the implementation of those recommendations.	
6.8.4	GKM noted the high ratio of boys vs girls that have been permanently excluded. This is not out of line with national indicators and continues to be a concern for the federation. AFi asked that national data be included in the next report for benchmarking purposes.	DN/SW
<b>6.9</b>	<b>Safeguarding Report</b>	
6.9.1	A summary report is included at Flag G. The annual report will be provided to the next meeting, along with the safeguarding action plan. SW has met with Steve Bane to review and amend the safeguarding plan and risk register. The main areas of challenge are E-safety and Impero.	
<b>7</b>	<b>Finance</b>	
<b>7.1</b>	<b>Budgets and Forecasts 2019/20</b>	

7.1.1	SL gave a presentation on the budgets and forecasts for 2019/20. The slides are available in the board folder in TEAMS.	
7.1.2	SL reported that the new auditors, Bishop Fleming, are well embedded in the academy sector and will be able to provide added value to the audit contract.	
7.1.3	The budgets, as presented, have been reviewed by the Finance Executive Group. The headlines show that the federation continues to be a financially sustainable trust, with 18 of the 22 entities meeting the 1% surplus target. DSSB should be at breakeven point in a year's time. HWA and SA remain on a steep improvement journey and will not meet the surplus at this time. Post 16 also do not meet the target due to the dip in student numbers and the LAG funded model.	
7.1.4	WL reported that the Finance Executive Group spent some time looking at the finances for each academy and had a forward look at risks such as the teacher pension scheme. The Finance Executive Group considered the risks at DSSB and HWA and supported investment in those academies to support improvement. ACH declared his interest as Chair of SA, and asked if there would also be provision for spending of reserves at SA to support the required improvements there. SW reported that there is ongoing investment into school improvement work at SA, a large amount of which is resource input, rather than funding. There will also be some bids submitted around extended reserves spending.	
7.2	The board are asked to: <ul style="list-style-type: none"> <li>• Approve the 2019/20 budget and note the future 4 year position</li> <li>• Approve the financial key performance indicators for 2019/20</li> <li>• Approve the use of up to £200k of reserves on school improvement trust plan for the South Gloucestershire secondary academies during 2019/20.</li> </ul> <p><i>The board approved the proposals.</i></p>	
7.3	The board are asked to: <ul style="list-style-type: none"> <li>• Note the reserves forecast position</li> </ul> <p><i>The board noted the reserves position.</i></p>	
<b>8</b>	<b>Any Other Business</b>	
<b>8.1</b>	<b>CLF Meeting Schedule 2019/20</b>	
8.1.1	The meeting schedule for 2019/20 is included at Flag I for information.	
<b>8.2</b>	<b>CLF Governance Results Review – draft programme</b>	
8.2.1	The draft programme for the Governance Results Review taking place on 21 <sup>st</sup> September 2019 is included at Flag J. Colleagues will hear from JH and ST and will have the opportunity to review results for their academy and set out the governance calendar for the year ahead.	
<b>9</b>	<b>Close of Meeting</b>	
9.1	The meeting closed at 18.40 hours and was followed by a farewell buffet to thank colleagues leaving a governance role.	