

Minutes - Board of Directors

Version:	Approved	
Issue Date:	10 th May 2018	
Meeting Date:	22 nd March 2018	
Location:	CLF Board Room, CLF Institute	
Time:	4.00pm	
Chair:	Jane Harrington (JH)	Chair of the Board
Members:	Anthony Cherry (AC)	Director
	Jon Gould (JG)	Director
	Ron Ritchie (RR)	Director
	Su Coombes (SC)	Director
	William Liew (WL)	Director
	Nicky McAllister (NM)	Director
Attendees:	Steve Taylor (ST)	CEO
	Dan Nicholls (DN)	Executive Director of Education
	Sarah Lovell (SL)	Finance Director
	Susie Weaver (SW)	Interim Executive Principal
	Ian Payne (IP) [part]	HR Director
	Alison Fletcher (AFL)	Director of CLF Institute
	Bryony Green (BG)	Director of Corporate Services
	Andy Ling (AL) [part]	Head of ICT
	Adrian Coleman (ACo)	Observer
	Wendy Hellin (WH)	Clerk
Apologies:	Pete Franklin (PF)	Director
	Guy Keith-Miller (GKM)	Director
	Airlie Fife (AF)	Director
	Norman Pascal (NP)	Director
	Iwan James (IJ)	Director
	Pete Price (PP)	Member
	Sally Apps (SA)	Executive Principal
	Mandy Milsom (MM)	Executive Principal

Minutes

Item	Description	Action
1	Introductions, Administration, Apologies	
1.1	JH welcomed everyone to the meeting and introductions were made.	
1.2	The board noted the recent Ofsted outcomes.	
1.3	The risk register is included in the papers for reference.	
1.3.1	Risk O8 - Lack of awareness of SEND / Disability / Safeguarding legislation leads to legal claim or relationship issue for an academy. The mitigation for this risk states that 'a suite of policies relating to equalities has been purchased by CLF and a working group formed under the leadership of HR Director to progress this area'. SC noted that while this is underway, the work is not happening at a fast enough pace,	

	particularly given the wider national agenda. SC asked that this is taken forward with urgency. ST asked that this is included as an agenda item for the next board meeting.	IP
1.3.2	Risk O21 - Academy or CLF websites not compliant with statutory requirements. SC reported that staff at BPA are unable to update the website. AC reported that there are similar issues at SA. It was agreed this was a training need rather than a technical issue. AL will follow up with academies. Websites will be added to the COAC agenda to ensure this is not a pan federation issue.	AL AFi/BG
2	Declaration of Interest	
2.1	No declarations were made.	
3	Minutes of Previous Meetings	
3.1	The minutes of the meeting of 30 th November 2017 were approved.	
3.2	The minutes of the meeting of 1 st February 2018 were approved.	
4	Matters Arising	
4.1	30th November 2017	
4.1.1	4.1 <i>MM will include a breakdown of homophobic incidents in future reports – It has not been possible to provide this yet as CPOMS does not record this as a separate category. Steve Bane (CLF Designated Officer) is working to update reporting categories so this can be provided in the future. This item will be carried over. MM still working on this; there have been some changes to CPOMS and this has caused delay. The safeguarding element of the operations report confirms that new categories have been added to CPOMS to allow these to be recorded. Data will be included in the end of year report rather than at each meeting.</i>	
4.1.2	4.7 <i>Job Evaluation pay protection - ST noted the concern from the board related to indefinite pay protection and asked IP to have another look at that part of the proposal. WL suggested that more detail is required including a worked model of cost of the proposal in years to come; how many people are affected and how long the project would last. IP reported that this will be provided at the next meeting. This item has been completed.</i>	
4.1.3	5.2.7 <i>MM will add end of year expected outcomes to the primary academy table showing year 6 outcomes. This item has been completed.</i>	
4.1.4	5.3.8 <i>The board noted the budget announcements and asked if there are opportunities available for the Maths Hub and CLF and if the Institute is well placed to take those on. AFL will provide an offline response to this question. Part of the reply is around Post 16 for maths specific courses and so lies with Kath Cooper. The Maths hub budget reflects national policy changes.</i>	
4.1.5	5.5.3 <i>Target Setting Paper – Afi asked if the 2017 national figures could be included to provide a benchmark outside the CLF. This item has been completed.</i>	
4.1.6	6.1.4 <i>BG will provide an update on clusters at the next board meeting. This item has been completed.</i>	
4.1.7	9.3.1 <i>CLF Charging and Remissions Policy – AC raised a query relating to item 13 (related party transactions). SL will look into this. This item has been completed.</i>	
4.2	1st February 2018	
4.2.1	3.3.1 <i>ST will provide a named person to take on the safeguarding lead in MMs absence. ST confirmed Susie Weaver will take responsibility for this until MMs return.</i>	

4.2.2	4.4.2 SL will amend the Reserves policy to include a statement that academies cannot go into deficit and some clarity around what constitutes emergency use. SL confirmed this has been updated.	
4.2.3	5.2.1 IP will carry out some benchmarking of the gender pay gap across other MATs and feedback to the board. This item has been completed.	
4.2.4	Partial delegation – this item is covered at agenda item 10d.	
5	GDPR Update	
5.1	Data Protection Policy	
5.1.1	AL provided some information about GDPR and the preparations that are underway. AL introduced the Data Protection policy and Information Security policy and confirmed that both are still subject to minor amendments.	
5.1.2	The board queried whether personal data needs to be removed from board or council packs. AL confirmed that we can share personal information where there is a legal basis to do so. Data that allows staff and students to be identified should be routinely removed from board papers unless there is a genuine reason to include it.	
5.1.3	The board asked that clarity be provided to identify what is included in the categories referred to in item 3.8 of the policy. AL will include this within the minor updates to follow.	
5.1.4	The board delegated authority to WL and AC to approve the final policy.	
5.2	Information Security Policy	
5.2.1	The board queried whether they were able to continue to use their personal email addresses for work purposes. AL confirmed that part of the policy referred to staff, however, CLF emails for Directors may be considered. The section will be updated.	
5.2.2	AL confirmed that a change to VWV's suggested wording had been made. VWV suggested that the use of USB devices was banned. The federation has taken the view that USB devices can be used but only for information that is not sensitive.	
5.2.3	The board asked for clarity around downloading documents to their own devices, as item 11.3 of the policy. AL will include this information in the final policy.	
5.2.4	The board delegated authority to WL and AC to approve the final policy.	
6	Education Report	
6.1	Input from Executive Scrutiny	
6.1.1	<p>NM updated the board on the Executive Scrutiny meeting:</p> <ul style="list-style-type: none"> • Minutes have been emailed to Directors ahead of this meeting. • Only three panel members were able to attend and it is recommended that in future this meeting needs to have an external member present on the panel. • DN had provided helpful questions but the panel also had questions prepared; it was a robust and rigorous procedure. • The importance of the role of Chair in Ofsted inspections was discussed and the panel requested an aide memoire be provided for Chairs to help them focus on the right things during inspection. • The panel requested that academy targets are set earlier and asked for clarity on how the board scrutinise targets. • The panel reviewed the capacity of the Executive and felt some reassurance following the report from Brian Hooper. • The panel discussed how teams, including the Executive, are being held to account. 	

	<ul style="list-style-type: none"> It emerged that further training is needed on holding the difficult conversations; as well as more bespoke middle leadership training. It was acknowledged that the data provided is very helpful and detailed. The panel requested feedback from AFL on any individual activities going on in schools and the impact they are having and if possible, to align that with the content of DN's Education Report. 	
6.1.2	JH confirmed that a sub group of the board would scrutinise targets going forward. WH was asked to email Directors to request volunteers. The sub group will need to be JH and two or three other Directors.	WH
6.2	Primary / Secondary / Post 16	
6.2.1	DN spoke to the Education Report at Flag F. The board discussed the recent Ofsted outcomes and congratulated BPA and HPA on the results.	
6.2.2	The predictions for end of T3 show 56.7% for basics which is 5% up on this time last year. At KS2 the data includes mock 2 results and positive movement can be seen. On track plus combined shows 67% at the second mock compared to 41% at mock 1. For KS1 the mock data is only part of the picture as teacher assessment is carried out. A moderation meeting has just been held and the Executive teams are generally pleased with the progress shown. Information and strategies continue to be shared across all academies.	
	Questions from the board (in bold) and the Executive Team response	
6.2.3	With regards to the gender gap, it would be useful to have the national gap (2017) for the key reports in each phase. Writing usually has the biggest gap nationally, this then raises specific questions in relation to the large Y6 maths gap at BPA and FVA. An academy specific answer may not be able to be provided at the Board, but it should lead to questions about pedagogy/culture.	
6.2.4	We have now sourced national data. A recent away day focused on boy specific initiatives. Improving all schools overall should also close the gap.	
6.2.5	It would be useful for the board to see the actions around closing the gap, as well as the timelines; there is a real urgency needed.	
6.2.6	DN will provide a report on impact for the next board meeting.	DN
6.2.7	Has data been used to identify academies which are good at closing the gender gap in each cohort from their starting point? And do academies do this?	
6.2.8	Pete Hallam leads on this and presented at the away day. There could be more done by identifying the bright spots.	
6.2.9	Is pupil voice (for both boys and girls) being gathered on what they feel supports successful lessons/learning, as part of the Term 4 review?	
6.2.10	Principals have been asked to carry out a self-evaluation around the gender gap; some of this will include student voice. SW confirmed that student voice was included in the deep dive carried out recently.	
6.2.11	Is there a similar story for ethnicity, EAL etc?	
6.2.12	There is a different deep dive each term, so all are examined in the same way.	
6.3	CLF Institute	
6.3.1	AFL provided the following update: <ul style="list-style-type: none"> The CLF Institute have moved to new buildings on the CAB site. There are new KPIs for teaching schools which the CLF Institute are working towards. Peer reviews are taking place between teaching schools. Next year there will be more formalised checks around keeping the designation. 	

	<ul style="list-style-type: none"> • The SCIIT board is monitoring ITT provision. • Recruitment to SCIIT is still difficult due to high targets and many provisions targeting the same pool of people; this might be helped by the move to fewer and larger providers. • SCIIT numbers are approaching 30, including some placed via Nexus who have joined the CLF SCIIT cohort which provides some further income. • After Easter the statutory process for NQT will be reviewed to see how it fits with the CLF probation period to ensure we are supporting NQTs to thrive. • Recruitment to professional development courses was highlighted. An increase in provision will be seen in the next 12 to 14 months. • It has been confirmed that the federation will be utilising an online training platform (Nimble) and this will include interactive modules for Directors and Councillors. Standard face to face training sessions will also be available for some key topics. • Appendix 4 of Flag G includes the school to school support the CLF Institute provides on a regular basis. • Appendix G1 is a report on the in-residence support at JCA, HWA, SA and FVA. 	
6.3.2	RR congratulated AFL on the successful CLF Institute launch event and noted that some of the speakers provided some very powerful case studies of the impact of the work of the CLF Institute.	
6.4	Gender gap across the trust	
6.4.1	The basic for boys is showing at 54% and girls at 59%. The gap is around 5% compared to 8% nationally. Progress is in line with the national gap.	
6.4.2	In terms of attainment, the APS shows that boys come into school with higher attainment scores and they are broadly in line with the national gap.	
6.4.3	Key gaps for KS2 boys are writing, reading and maths. The gender gap is the focus this term for the deep dive and the away day and is part of ongoing conversations through Academy Review Meetings (ARMs).	
6.5	Breadth of extra-curricular activities across the trust	
6.5.1	DN highlighted page 16 of the Education Report showing how the curriculum is divided into buckets and explained the split. The division between buckets can cause the curriculum breadth to be narrowed.	
6.5.2	Extra-curricular activities across the federation were discussed. It was agreed that at the next meeting Section D of the strategic areas will be reviewed as that includes such activities.	SW/AC
7	Finance Report	
7.1	Management Accounts	
7.1.1	AC noted the adverse movement on the Furniture and Equipment line of the accounts for February 2018 and asked what had caused this. SL confirmed this was extra income in relation to building work that had not been budgeted for.	
7.1.2	AC noted the net variance is -£82k and asked if the federation should be moderated spend in areas such as educational supplies to mitigate this. SL informed the board that the deficit is largely caused by JCA. A managing change project is being considered and the academy is likely to be financially viable for future years as well as being able to deliver the 1% surplus figure.	
8	HR report	
8.1	HR Report included in the operations report	

8.1.1	IP highlighted the key activities. Information on the Living Wage and Pay Review are included in the paper.	
8.1.2	The management of change process has started at JCA and is going reasonably well. There is a small process underway at DSSB and the closure programme at BCA is on track.	
8.1.3	A consultation is underway at HWA to move all employees over to the CLF Employment manual.	
8.1.4	Some guidance is expected to be issued shortly around the process for board appeals and hearings.	
8.2	Membership of People and Wellbeing Executive Group	
8.2.1	Directors are asked to approve the proposed change to the membership for the People and Wellbeing committee. <i>The board approved the proposal.</i>	
8.2.2	AL left the meeting.	
9	Strategic Developments	
9.1	CEO Report	
9.1.1	ST reported that the federation is moving into the next phase of the strategic plan. A further update will be provided at the next meeting.	ST
9.1.2	Brian Hooper is no longer acting as educational advisor for the DfE. Chris Montacute has visited DSSB and written a note of visit that is largely positive. Lisa Mannall has visited SA and this was another positive visit which has led to positive conversations about the CLF's capacity to improve schools.	
9.1.3	ST highlighted the local governance performance risk scoring system as contained in his paper. The score for 'COAC' is a measure of the current capacity of the Chair and Council to impact on school improvement. This score has generally increased over time. RR suggested this system be complemented with some form of AC self-evaluation.	
9.2	Post 16 and DSSB 2 year plan	
9.2.1	The board are requested to review the papers provided and approve the approach to a two year plan and subsequent review points.	
9.2.2	WL confirmed that the Financial Executive Group had reviewed the DSSB finances.	
9.2.3	<i>The board approved the papers.</i>	
9.3	Millpond Update	
9.3.1	ST confirmed that at the October meeting the board had given their approval for the CLF to sponsor Millpond. An update is provided at Flag K.	
9.3.2	The board asked if there were any further updates on the school improvement agenda at Millpond. SW confirmed that the CLF continue to work closely with Millpond, supporting the Principal and SLT and ensuring they are engaging with leadership opportunities across the federation. SW visits at least once a fortnight with and operational and strategic focus. The leadership team are very focused on ensuring the children achieve their best.	
9.3.3	SL confirmed that the Finance Executive Group had looked in detail at the draft budget for Millpond. At present there is a deficit budget for next year. The academy is to move from 2 form entry to 1 form entry and a management of change process will be required. This will need to be complete before the school transfers to the CLF from the LA to ensure it is financially viable upon transfer. SL confirmed that	

	there are also potential savings to be made by looking at the building use, including closing down parts of it, or renting some space out.	
9.3.4	The board noted the report mentions there needs to be community links and marketing and asked if there was capacity within the CLF to complete that. SL confirmed that IP is looking at the structures in place and considering the need to recruit a marketing lead.	
9.3.5	Members of the Executive Team left the meeting. ST provided the board with a confidential update concerning the capacity within the Executive Team. It is expected that this update will be reported to staff in the new term. Members of the Executive Team returned to the meeting.	
9.3.6	JH asked the board to confirm they were still comfortable this transfer to progress. The board confirmed they continued to support this.	
10	Governance	
10.1	Report from Chairs of Academy Council meeting	
10.1.1	AFi provided the following notes via email: <i>Agendas have been agreed in line with the meeting cycle to ensure coverage across the year, include: policies, strategic feedback and training.</i> <i>The format of the meetings gives significant time for DN/EPs to report on education improvement and to discuss/share best practice.</i> <i>Councillors have been approved at both meetings. We have reduced vacancies to 34 across CLF. SA, HVA & DSSB are priorities with 4 or more vacancies each.</i> <i>Specific agenda items:</i> <i>25.1.18 - Feedback on the AC report format, which was positive overall. AF was able to report inconsistencies found through scrutiny, back to Chairs.</i> <i>DN led a discussion on academy targets, stakeholder feedback and the employee survey.</i> <i>8.3.18 - Shared proposed updates to the recruitment forms for Councillors and annual skills audit.</i> <i>DN shared the new data tracker format, covered in his March 2018 education report. He also shared a proposed 18-19 calendar which was well received. This should help to ensure that AC meetings are held when the most current data is available.</i> <i>SL led a discussion on AC finance - expectations of Cllrs, national updates and the revised CLF Reserves Policy.</i>	
	The board noted the attendance at the COAC meeting was very low. BG confirmed that it had been just 5 weeks since the previous meeting and this may have impacted on Chairs' availability.	
10.2	New Chair of Council notifications for Approval	
10.2.1	No appointments to Chair of Council were made.	
10.3	Governance structures and the cluster model	
10.3.1	These will be presented at the next meeting.	ST
10.4	Delegation of authority to Directors where partial delegation is specified on the DAF	
10.4.1	Directors are asked to identify Directors to fulfil the partial recommendations for areas marked P+ in the Delegated Authority Framework. As appointments are usually made at the start of the academic year, it is proposed that those agreed at this meeting will remain in place for the remainder of this year and the whole of the next academic year.	
10.4.2	It is suggested that responsibility is delegated to the following Directors:	

	For governance items: JH and Afi For HR items: JH and IJ For H & S items: JH and PF Where those Directors are absent, JH will contact them by email. All Directors are asked to email JH if they wish to have an area delegated to them.	JH
11	Other Operational Issues (including H & S)	
11.1	Operations Report (including PSGs, H & S, HR, ICT , safeguarding)	
11.1.1	ST confirmed that the LA has agreed to invest £1.7m at BBA. This will allow the PAN to increase by extending the canteen area. The academy is a PFI school and all projects, including this one, will be retained and delivered via Skanska and the LEP.	
11.2	Annual Safeguarding Report 2016 - 17	
11.2.1	AFi has provided the following background for the board, via email: <i>'The annual report is a requirement of the CLF Safeguarding Policy. It should have come to the Autumn meeting, but was delayed. This is the first annual report and the team will be working to bring this report earlier next year. As the Board's Safeguarding link, I am happy with the overall progress of the Safeguarding Action Plan'</i> .	
11.2.2	SW confirmed that she had looked at the plans and met with Steve Bane to reflect at pan federation level. CPOMS commonality is now noted as a strength. The DSL network demonstrates the live nature of the network. Impact is shown in the report and priorities listed.	
11.2.3	SCo asked that priority be given to further refining of the CPOMS categories to include more variability of reporting, including homophobic and other types of bullying.	
12	Report of Sub Groups and Academy Council Issues	
12.1	Audit Committee	
12.1.1	The Audit Committee are meeting on 10 th April 2018. Draft minutes from the meeting of November 2017 are available on CLiF.	
12.2	Finance Executive Group	
12.2.1	The FEG met on 7 th March 2018. WL confirmed that the group reviewed risks by academy and examined the management accounts. The next meeting takes place on 7 th June 2018.	
12.3	PPI Executive Group	
12.3.1	The PPI group met on 14 th December 2017. Minutes are available on CLiF. The next meeting takes place 18 th April 2018.	
12.4	P & W Executive Group	
12.4.1	The P & W group met on 11 th September 2017. Minutes are available on CLiF. The next meeting is currently being scheduled.	
13	Any Other Business	
13.1	The next board teleconference takes place on 10 th May 2018.	
13.2	The meeting closed at 19.05 hrs.	