

<b>MEETING</b>	<b>BOARD OF TRUSTEES</b>
<b>DATE</b>	Tuesday 02 May 2017
<b>VENUE</b>	Ninestiles School
<b>ATTENDEES</b>	Catherine Anwar, Ateef Azam, Richard Beamish, Abid Butt, Ian Carnell, Martyn Collin, Karen Crowston, Bob Fear, Gaetano Ferrante, Dexter Hutt, Karamat Iqbal, Richard Simcox, Terry Smith, Penny Wagg, David Werry
<b>IN ATTENDANCE</b>	Hilary Barber, Steven Ralph

## MINUTES

### 1. Welcome and apologies

BF welcomed Cathy Anwar and asked all present to introduce themselves. Apologies were received from Vrigu Dey.

### 2. Register of Business interests and declaration of Pecuniary Interest - *All Trustees and councillors are reminded that when receiving this agenda, they must consider whether any items for discussion require them to declare a business interest, either personal or of any close family member*

RB reported that he is hosting a visit of staff to Ninestiles School from the Korean Institute of Curriculum and Evaluation for which he is receiving a small payment from the Institute.

### 3. Chair's Actions

#### ***a. 6th Form College and consultation feedback (paper attached)***

A proposed response of the Board of Trustees to the consultation of the proposed amalgamation of the Sixth Form College Solihull into the Trust was circulated. MC noted that it was a statutory requirement that this would be sent to the Secretary of State.

MC noted that no Trust staff or parents had raised any concerns during the consultation process and reported that there had been minimal attendance at the open events.

BF reported that the existing corporation of The Sixth Form College, Solihull (the "**Corporation**") had, in accordance with s.33N of The Further and Higher Education Act 1992 (the "**Act**"), published details and consulted in accordance with the Sixth Form College Corporations (Publication of Proposals) (England) Regulations 2012 (the "**Regulations**") on its proposal that the Corporation should be dissolved, their rationale being so that The Sixth Form College, Solihull (the "**College**"), presently established as a sixth form college in accordance with the Act, can be replaced with The Sixth Form College, Solihull, a 16-19 academy supported by the Trust.

BF explained that it was proposed that the members of the Corporation were, in accordance with s.33O of the Act, to resolve that the Corporation be dissolved 11.59pm on 31 July 2017 (the "**Dissolution Date**").

As part of the academisation arrangements, the Corporation, in accordance with S.33P of the Act, will transfer the operation of the College, its property rights and liabilities of The Sixth Form College, Solihull, to the Trust with effect from the Dissolution Date on the terms and conditions of an agreement to be approved by the trustees as part of the academisation process.

The Board resolved that if the actions detailed above were agreed by the College Board, Trustees were in agreement that the College should join the Trust with a proposed date of 01 August 2017.

The resolution was proposed as follows and agreed unanimously:

Proposed: **Ateef Azam**  
Seconded: **Ian Carnell**

The response to the consultation was proposed and agreed unanimously:

Proposed: **David Werry**  
Seconded: **Ian Carnell**

#### **4. CEO Report**

##### ***a. Priorities for Summer term 2017 and leadership structure – Cathy Anwar***

CA opened her report by formally thanking MC and GF for their very helpful support prior to her taking up post and for their work with her during an initial meeting today.

CA noted that her immediate priorities would be as follows:

- To clarify a staffing structure to include resolving the current interim posts and also review the central team. She noted that she would be proposing a plan to Trustees and it might therefore be necessary to call an extraordinary meeting to facilitate a face to face discussion.
- School improvement with particular reference to Yarnfield, Pegasus, The Oaklands and Ninestiles.
- Governance – to ensure a clarity of communication, roles and accountability.
- Safeguarding - to ensure that a strong ethos is embedded in all schools. It was agreed that Safeguarding should be a standing item on all meeting agendas in future.
- The role of the Teaching School particularly in the context of the Trust's school improvement work.
- SEND – CA proposed a Trust review of provision should be conducted by Lesley Cox who is a national HMI lead for SEND. Trustees agreed this unanimously.
- Pupil Premium / Disadvantaged children provision – to ensure that funding is used effectively to visibly improve outcomes for pupils/students. CA asked for a trustee to become a "champion" to support and challenge the strategies.

KI and AA indicated their interest in being involved in this initiative and CA agreed to meet with them to discuss this further.

##### ***b. Prediction of KS2 and KS4 outcomes 2016/17***

MC presented the data noting that it had been discussed in detail at the Standards meetings. Further discussion took place with Trustees and the following points were noted:

###### **KS2**

- The data was based on professional predications.
- The "national" figures against which comparisons are made are those used for sponsored academies.
- DH asked how the figures were compiled and how one could judge progress.
- RS noted the negative impact of high mobility on data.
- Targets are based on Fischer Family Trust data. Test preparation had identified the need to further embed basic knowledge.
- All testing had been consistent across the trust

DH noted the need for further training to help Trustees to understand the data and enable them to hold Principals to account. It was agreed that future reports should include a written commentary that included an evaluation of the data.

KI noted his concern that the paperwork and agenda items had amplified and suggested that in key areas Trustees should identify an “expert” to represent the Board.

MC noted that the two Standards committees had discussed the data and resulting issues in detail and the report to Trustees was a summary of those discussions. He noted that the data showed a significant uplift from last year’s outcomes and was closer to national figures although final outcomes were dependent on the test results.

CA confirmed the need for clarification within the governance structure around the role of the academy councils and also noted the need to identify where further training and development was needed.

KS4

It was noted that the predictions had been discussed in detail at the Secondary Standards meeting held on 25 April. A focus of discussion had been on KS3 outcomes. Final professional predictions will be reported to a Secondary Standards meeting in early July.

GF pointed out that Eng and Maths will move to numerical gradings for the summer results with a Grade 5 or above indicating a strong pass and a Grade 4 equating to a standard pass. The subject leads are working together to make a best assessment of the impact of this alongside a focus on supporting students to achieve their personal best.

CA queried the predications for Science at Cockshut Hill and GF confirmed he would check these.

DW sought clarification about Progress 8 suggesting that current data put all schools considerably below floor targets. MC responded that the figures were not helpful and Progress 8 outcomes could not be predicted at this stage.

CA suggested that the best means of maximising success was to ensure progress took place in every group of each year. This represented every child’s right to the best education. DH noted a need to identify the goals and motivate teachers to reach these.

#### ***c. Trust Review (paper attached)***

MC reported on the Trust review, a copy of which had been circulated with the meeting papers. Its format was based on a pilot being undertaken by the DfE and its purpose was to identify whether Trusts were ready to grow. It would inform further discussions on school improvement and the role of the Teaching School.

BF asked for progress reports to be submitted to Trustees going forward on the recommendations highlighted in the review and CA noted that these recommendations form part of the priorities recognised in her plan.

DH noted the goodwill of Trust staff reported in the review and also the need for a focus on becoming a “high quality trust”.

KI noted the “lack of clarity” mentioned several times in the review and compared this to the high aims of the mission statement suggesting that the Trust was “falling short of expectations”. CA agreed.

#### ***d. External Reviews***

##### ***Attendance (paper attached)***

MC noted the actions already taken to respond to recommendations made in the review:

- A new “branding” system.
- Consistent measures for attendance adopted across the trust.
- External providers being used and new systems adopted to address the biggest challenge, ie students with less than 90% attendance. DH asked what the latest attendance figures were across the Trust and MC reported that they were around 95%.

## **IT**

GF noted that the report had been presented to the last meeting. He has set up a steering group which includes representation from the Board and secondary and primary schools. A review of the Sixth Form College has also taken place.

### **e. RSC bid (paper attached)**

MC reported on a successful bid to the DfE for additional funding. £40,000 has been awarded for MAT growth, specifically to support the cost of a new centralised finance software system and £60,000 to support a potential new hub joining the Trust. MC noted that the successful bid indicates that there is a confidence by the DfE that the funding can be managed and that there is recognition of the capacity to grow.

### **f. Change to Secondary school day (paper attached)**

GF explained the current arrangements in place in the three secondary schools of a two week timetable and an early finish Friday for Week 2 and the rationale for returning to standard weeks. He noted that teachers of KS4 are already discussing how the additional curriculum time could be used most effectively.

TS asked about attendance on a Week 2 Friday and it was agreed this was powerful data. CA commented that it was unfortunate that Aspire was part of this day with the suggestion that students could perceive this as being less important than a subject lesson. She suggested an alternative plan that could be considered, ie a compressed school day on a Tuesday that would enable an early finish for students and provide additional planning or training time for staff.

The changes to the school day were agreed as follows:

Proposed: **Dexter Hutt**  
Seconded: **Karen Crowston**

## **5. Finance (papers to follow)**

### **a. New finance software contract**

SR explained the current arrangements and the advantages of the proposal to secure a system that enabled a single database, hosted off site, which would also allow for growth of the Trust.

On the basis of the presentations and the costs, SR recommended the market leader PS Financials.

KC asked questions about the process, what frameworks had been identified, what criteria had been used and whether a scored matrix had been compiled. She queried whether the five year costs took the tender process into a need for an OJEU process.

SR pointed out that the contract would be for one year only, however he had provided five year costings for comparison purposes. KC asked if a reference from a MAT had been obtained and what the cost of adding a new school would be.

SR noted that at the point of securing the tenders he did not know what the costs would be and CA suggested that based on current costs it would be reasonable for SR to have assumed that they would not exceed the need for an OJEU tender process. Furthermore SR noted that the contractual value was not for five years; effectively it was for a minimum of two years. He stated that consistent criteria had been used to judge each of the providers and offered to circulate notes of this criteria should Trustees wish. DH noted that it was unlikely that any system would remain fit for purpose for five years.

BF asked SR to inform Trustees of the cost of adding an additional school to the software and obtain a reference from another MAT. Subject to satisfactory responses to this request and recognising the tight deadlines for implementing a new system for August/September, Trustees approved SR's recommendation that the successful provider should be PS Financials.

Proposed: **Penny Wagg**

Seconded: **Dexter Hutt**

A final decision will be made by email.

***b. Banking arrangements***

Steve explained the rationale for the proposed change to banking arrangements within the context of Sixth Form College amalgamating into the Trust, with a single account model set up for 01 August for the College with other schools joining over subsequent months.

The market leader is Lloyds and securing their services would result in a reduction of costs, particularly when operated as a single entity across the Trust.

IC asked if Lloyds would remain in the educational market and SR confirmed that they were the only provider that had a specialised team for education. RB asked if SR felt that concessions would be honoured in future and SR responded that any concessions granted would be written into the contract.

The proposal to appoint Lloyds as the Trust's bankers was agreed as follows:

Proposed: **Ateef Azam**  
Seconded: **David Werry**

***c. Cockshut Hill server***

SR informed Trustees that Cockshut Hill had been awarded an £80k grant for server virtualisation. The recommendation of the IT Trust IT Manager was approved as follows:

Proposed: **Richard Beamish**  
Seconded: **Karen Crowston**

***CIF funding***

SR referred to the Property Strategy agreed at the last meeting when £665k of expenditure had been agreed for roofing. A recommended tender of £358k had been received although it was noted that this could increase depending on any issues arising with asbestos.

It was noted that this level of expenditure did not fall within the requirements of an OJEU tender,

BF asked if S2E would project manage the works and this was confirmed. SR noted that it may be possible to complete additional roofing work due to the quotes coming in at costs less than had been expected.

RB asked if any penalties arising from delayed timings were built into the contract and SR confirmed this was the case.

Trustees agreed that the quote from NRA should be accepted as follows:

Proposed: **Penny Wagg**  
Seconded: **Ian Carnell**

***6. Risk Register (paper attached)***

HB reported that an additional risk around recruitment and retention had been added to the Risk Register (see Point 2.1.4).

KC asked if exit data was obtained from staff leaving the Trust and MC confirmed that staff were interviewed.

MC noted that when the Ofsted Inspection report for Yarnfield was published it was likely that a risk against reputational damage would need to be highlighted in the register.

## **7. Reports from**

**a. Primary & Secondary Standards Committees (Primary minutes attached, Secondary to follow)**

**b. Finance & General Purposes Committee (Minutes attached)**

The minutes from these meetings were received.

## **8. Feedback from Academy Councils (AC Chairs to lead) (Minutes attached)**

TS (The Oaklands)

Reported on more rigour from the meetings and an increased ability to hold the Principal to account. Council members who will look at specific aspects of learning have been identified. TS will be observing the administration of SATs. A need for further clarity of the work of the Academy Council was noted. Some concerns around Safeguarding had been raised with the Principal in a recent meeting.

RB (Cockshut Hill)

Reported on an internal review around SEND by Jim Stevens, VP which had resulted in a "radical" report.

DW (Pegasus)

Raised concern about the format of the SEND S175 audit report reporting that some sections were not clear in the context of a Trust. He noted the risk and vulnerability in recruitment citing that potentially only one member of staff was still in post from the previous September.

AA (Lyndon)

Suggested that there was some concern from the newly appointed Trustees around a lack of information relating to their appointments.

IC (Yarnfield)

Noted that the last AC meeting had been held the evening before the Ofsted inspection when the situation appeared positive. He expressed a concern that Inspectors did not fully understand the structure of MATs and local governing bodies.

## **9. Policies (attached)**

**a. Attendance Policy (new policy for approval)**

**b. Safeguarding Policy (updated for approval)**

### **Attendance**

It was noted that where the policy refers to the need to contact a "senior member of staff" this should read "the Principal".

BF suggested that on page 39, paragraph 3, "members of the Ninestiles Trust" should read "Trustees".

With these amendments the policy was approved as follows:

Proposed: **Ateef Azam**  
Seconded: **Karen Crowston**

### **Safeguarding**

It was noted that the Safeguarding Policy contained two updates:

- Regarding Sexting
- A definition of Sexual Exploitation

The amended Safeguarding Policy was agreed as follows:

Proposed: **Ateef Azam**  
Seconded: **David Werry**

## 10. Minutes and matters arising from meeting held on Tuesday 7th February (*attached*)

The minutes of the last meeting were agreed as a true and accurate record.

Proposed: **Ateef Azam**

Seconded: **Ian Carnell**

## 11. Summary of actions agreed during meeting

<b>ACTION</b>	<b>BY WHOM</b>
Arrange meeting with AA and KI re being a "champion" for Pupil Premium and Disadvantaged children	Cathy Anwar
Clarify the Science predictions at Cockshut Hill	Gaetano Ferrante
In relation to the proposed finance software, provide a reference from a MAT and the cost of adding a new school to the system	Steve Ralph
Amend the Attendance Policy to reflect the Trustees' discussion	Kevin Hartwell

## 12. Any other business

- KI asked for an item relating to diversity statistics to be included on the next meeting's agenda.
- Trustees unanimously approved a request for CA to revisit the mission statement and bring a recommendation for amendments.