

**MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF
NINESTILES ACADEMY TRUST
HELD AT NINESTILES ACADEMY AT 5.35 PM ON TUESDAY 6 FEBRUARY 2018**

PRESENT:

Mrs C Anwar	CEO	- Chief Executive Officer
Mr A Azam	AA	- Trustee
Mr R Beamish	RB	- Trustee
Mr N Clements	NC	- Trustee
Mrs K Crowston	KC	- Vice Chair of Trust Board and Member
Mrs F Dennis-Stephens	FDS	- Trustee
Mr V Dey	VD	- Trustee
Mrs M Le Breuilly	MLB	- Trustee
Mr A Price	AP	- Chair of Trust Board and Member
Mr D Werry	DW	- Trustee

IN ATTENDANCE:

Mrs L Charlesworth	LC	- Interim Primary School Improvement Director
Mr G Ferrante	GF	- Secondary and Sixth Form School Improvement Director
Miss R Patel	RP	- Clerk
Mr S Ralph	SR	- Finance Director
Mr S Smith	SS	- Estates Director

APOLOGIES:

Mrs S Unarkat - Trustee

NO APOLOGIES:

Mr J Bridges - Trustee

Ref	Resolution
0004	<u>Minutes of the previous meeting</u> That the minutes of the previous meeting, held on Tuesday 19 December 2017 be approved as correct record.
0007(b)	<u>Yarnfield Primary School – Impact Report</u> That an interim EHT for Yarnfield Primary School be appointed with immediate effect and be reviewed in July 2018.
0007(d)	<u>Secondary School Updates</u> That a workgroup to assess the well-being of staff be formed
0008(a)	<u>The Oaklands and Yarnfield Primary Academy Council</u> That the minutes from The Oaklands and Yarnfield Primary Academy Council be adopted

0008(b)	<u>The Cockshut Hill and Lyndon Academy Council</u> That the minutes from The Cockshut Hill and Lyndon Academy Council be adopted
0008(c)	<u>The Erdington Hall and Pegasus Academy Council</u> That the minutes from The Erdington Hall and Pegasus Academy Council be adopted
0008(d)	<u>The Ninestiles and Sixth Form Academy Council</u> That the minutes from The Ninestiles and Sixth Form Academy Council be adopted
0011	<u>Determination of Confidential Items</u> That agenda items 0007(a) Sixth Form College and 0007(b) Yarnfield Primary Academy be noted as confidential minutes

Ref	Action	Owner	Review Date
0005(d)	<u>Erdington Hall and Pegasus Academy Council (Minute No. 7.3)</u> That this feedback would be shared with the BCC Safeguarding Team	CEO/ KC	Next meeting
0007(h)	<u>Recent Wins Since December</u> That the reporting lines, roles and responsibilities of the Core Team be defined	HR Director	Next meeting
0012(a)	<u>GDPR (General Data Protection Regulations)</u> GDPR Training to be scheduled	?	Next meeting
0012(b)	<u>Pupil Premium Grant</u> That a Trust wide PPG Review be commissioned next year.	CEO	Spring Term 2019
0012(c)	<u>FFT (Fischer Family Trust) Training</u> That LACs would receive OTrack Training in the Autumn term	Primary SID	Spring Term 2019

Agenda items for the next meeting	Owner	Review Date
Executive Report	CEO	Next meeting
Trust Vision and Values	CEO	Next meeting
Rebranding	CEO	Next meeting
Policy Review/ Updates	CEO	Next meeting
Membership of Trust Board	Clerk	Next meeting
Committee Structure	Clerk	Next meeting
Local Academy Council Updates Inc. Membership	Chair of LAC	Next meeting
Committee Updates	Chair of Committees	Next meeting
Safeguarding	Safeguarding Trustee/ DSL/ CEO	Next meeting
Trust wide PP (Pupil Premium) Review	Trustee/ CEO	Spring term 2019
Sixth Form College – Impact of Improvement Plan	CEO	Next meeting
IT Review – Outcomes and Proposal	Vice Chair	Next meeting

0001 **WELCOME AND APOLOGIES**

Everyone was welcomed to the meeting. Apologies had been received from Mrs S Unarkat and had been accepted. No apologies had been received from Mr J Bridges.

0002 **WELCOME TO CLERK ON BEHALF OF S4S**

The Clerk was introduced to the Trust Board. S4S will provide clerking service and governance support to the Trust Board and Academy Councils.

GovernorHub

Trustees received a demonstration of the GovernorHub portal. It was agreed that the Trust would provide iPads for the duration of the meeting so that colleagues will be able to view papers for the meeting via GovernorHub, as opposed to receiving paper copies for future meetings. Trustees were advised to contact the Clerk should there be any issues with access to GovernorHub.

0003 **DECLARATION OF INTEREST / CONFIDENTIALITY/CONFIDENTIAL ITEMS**

Trustees were advised that if a person had any interest in a contract, proposed contract or matter under consideration, s/he should disclose the fact and take no part in the consideration, discussion or vote in respect of the contract or matter and withdraw from the meeting.

There were no declarations of interest.

The Clerk advised that care should be taken to ensure that Trustees are made aware of agenda items of a confidential nature. In addition, they were advised to ensure that minutes of their meetings did not include information of a confidential nature as, once approved, these became public documents.

The Chair reiterated that the all decisions made by the Trust Board should remain focused on the education and well-being of every pupil within the Trust. Trustees confirmed that they had received and read through the calling papers prior to the meeting.

MINUTES OF THE PREVIOUS MEETING

0004 **RESOLVED:** That the minutes of the previous meeting, held on Tuesday 19 December 2017 be approved as correct record (Appendix 1).

[MRS M LE BREUILLY JOINED THE MEETING]

MATTERS ARISING FROM THE MINUTES

0005(a) Trust Vision and Values (Minute No. 2)

The report was unavailable at present, there would be an addition of the qualities statement and would be referred to the AC's. This would be shared with the Trust Board at the next meeting.

0005(b) Matters arising – (Minute No. 4)

AA requested that a Trustee replaced him on the Audit and Risk Committee. Trustees agreed to consider this and agree the committee membership at the next meeting.

0005(c) Strategic Plan (Minute No. 6.2)

The CEO advised that the discussion regarding rebranding would be deferred to the next Trust Board meeting.

Erdington Hall and Pegasus Academy Council (Minute No. 7.3)

The Trust had received very little support from the BCC (Birmingham City Council) Safeguarding Team. This matter had been brought to the attention of the Trust Board. The Vice Chair and CEO would refer this feedback to BCC and CEO of the Children's Trust.

0005(d) **ACTION:** That this feedback would be shared with the BCC Safeguarding Team

0005(e) Policy Schedule (Minute No. 10)

This item would be carried forward to the next meeting.

[MRS F DENNIS-STEPHENS JOINED THE MEETING]

0006 **CHAIRS ACTIONS**

The Chair reported that no actions had been taken since the previous meeting which they considered necessary to draw to the attention of the Trust Board.

Trustees confirmed that a short biography and picture would be uploaded to the website and any amendments should be reported to the Clerk.

The Chair had attended a conference regarding Governance and had been advised that Trusts were being encouraged to recruit Trustees from large organisations, in order to enhance the level of skills and experience on the Trust Board.

EXECUTIVE REPORT

The CEO welcomed Mrs L Charlesworth, Interim Primary School Improvement Director (SID) to the meeting and introductions were made around the table. The CEO advised that the executive report included a significant amount of information. Trustees were assured that the reports would be streamlined and be more succinct.

Trustees received the CEO report (Appendix 2) and NAT Improvement Plan 2017 -18 (Appendix 3) prior to the meeting and were invited to ask questions. The report included updates regarding the Strategic Plans, based on the impact of Trust Strategic Improvement Plans, safeguarding, external reports/ reviews, governance, recent wins, current barriers and vulnerabilities. Trustees were referred to the NAT Support and Challenge matrix (Appendix 4). This was a first draft and identified how support and challenged worked across the Trust which included the CEO and Leadership Teams. The Heads would be asked to complete a similar matrix for their respective Schools. This would demonstrate that the appropriate staff would be held to account. This would be a visual document that would evolve and create a focus. **The Chair suggested that the matrix should be more specific and consider including policies.** The CEO explained that the policy review would form part

of a separate schedule. The dates of review were aligned to term dates and not a set date each month or term.

0007(a) Sixth Form College (Any Other Business)

See Confidential Appendix A

Yarnfield Primary School – Impact Report

See Confidential Appendix B

0007(b) **RESOLVED:** That an interim EHT for Yarnfield Primary School be appointed with immediate effect and be reviewed in July 2018.

0007(c) Primary School Updates

Trustees had received the following reports in advance of the meeting. Primary School Improvement Report – December 2017 (Appendix 6), Primary School Improvement Report - January 2018 (Appendix 7), NAT Primary Improvement Plan (Appendix 8).

LC advised that it was anticipated that Oaklands would be next to be inspected by OfSTED. Trustees were assured that the leadership at the school was strong and that leaders have adopted a bespoke approach to manage any issues in the school. Data was now available and the school was confident of how this could be used effectively to identify any underlying issues.

Trustees were assured that there were strong leaders in the remaining three primary schools as well as effective succession planning. The quality of teaching continued to be a priority and this would be addressed by developing the skills of the teaching staff. CPD was essential to develop staff and they currently sought varying forms of CPD in order to improve teaching practices. The challenging schools did not always attract a large number of staff, therefore the recruitment strategy should be considered. It was noted that Pegasus Primary School also had a HMI visit pending.

LC explained that there were two parameters that need to be considered across the primary schools in the Trust. They were the quality of leadership and teaching and learning. There was clear evidence of improvement across the schools. Strategically the primary schools need to focus on the combined score in every year group. National data for combined in 2017 was 61% whereas the Trust achieved 37%. Pupil progress meetings are now held in every school with staff across all year groups. These meetings focus on individual learners and groups of pupils such as low and high prior attainer's. Oaklands completed their VENN analysis in the autumn term; by focusing on twelve specific pupils there had been a significant improvement in the data from 48% (prediction) to 60%.

0007(d) Secondary School Updates

Trustees had received the following reports in advance of the meeting. Secondary School Improvement Report – January 2018 (Appendix 9), NAT Secondary Improvement Plan (Appendix 10), KS3 Assessment and Target Setting Term 1- Cockshut Hill (Appendix 11), KS3 Assessment and Target Setting Term 1- Lyndon (Appendix 12), KS3 Assessment and Target

Setting Term 1- Ninestiles (Appendix 13), NAT KS4 Report Card 2017 -18 – Y10 (Appendix 14), NAT KS4 Report Card 2017 -18 – Y11 (Appendix 15), NAT Y11 Secondary Schools Summary (Appendix 16) and the NAT Monitoring Cycle (Appendix 17)22

GF updated Trustees regarding the progress made across the secondary schools. A second data drop has been completed across the Trust with positive results. Six-week rapid improvement plans have been completed by the schools and the SID. A deficit in maths progress remains across the schools. This is being addressed by the new Director of Maths and SID. Students close to a grade borderline have been identified so that focused intervention can take place to support improvement.

VENNs are also used in the secondary schools. A standard pass last year (C+ to B-) was 4+, however the national standard is now grade 5+. The focus was to ensure that all staff were aware of the issues and showed ongoing improvement. Trustees were then referred to the VENN diagram to review in further detail. **RB queried whether the Trust was satisfied that the action plans were appropriate and fit for purpose.** GF advised that targets were reviewed to ensure that they were challenging and that the appropriate parameters were in place to achieve them. Best practice was shared across the schools with regular meetings and six week plans implemented in between data drops. Review of the plans demonstrated the impact of actions taken. The CEO advised that this process was constantly under review in order to ensure that it was streamlined and efficient. And although Y11 and Y6 were a focus for the Trust, the data that was now available would enable the Trust to be proactive with all year groups. RB stated that it was encouraging to see six week plans and improvements thereafter. **DW queried what impact the restructure and the rapid improvement plans had made to the morale of staff and SLT.** The CEO explained that the Cockshut leadership group were determined and worked well together. Ninestiles now had a stable leadership and showed improvement. Lyndon had an interim Assistant Principal and there were two vacancies in the leadership team. **DW stated that an external report had identified that middle leaders were not sufficiently experienced.** The CEO explained that an external teaching and learning review was pending for all secondary schools and the sixth form. **MLB asked if each staff member's work load was monitored and commented that the well-being of staff was crucial,** as if these issues were not addressed they would have a detrimental impact on the focus and performance of the staff. Trustees discussed the use of external companies that could be commissioned to help and support the staff. GF advised that the report writing process has been changed and this would reduce teacher workload.

Trustees agreed that the well-being of staff would be reviewed at an executive level. Schools could nominate staff to discuss issues and concerns during the summer term. MLB volunteered to support this initiative.

0007(d) **RESOLVED:** That a workgroup to assess the well-being of staff be formed

0007(e) Safeguarding

Trustees were advised of the importance of DBS checks as some remained outstanding for both Trustees and Councillors. Trustees were referred to the Trust Safeguarding Data (Appendix 18). This captured data per school and as a Trust which identified the number of cases where safeguarding issues had been reported. This would be reviewed at each meeting.

0007(f) External Reports/Reviews

Trustees were referred to the letters received from Sir David Carter. The first dated 25 September 2017 (Appendix 19) and the second dated 19 January 2018 (Appendix 20). The most recent letter provided a positive summary of the visit and it recognised the journey that the Trust is going through and the rapid progress made to date.

A DfE Education Advisor had also undertaken a short visit to Ninestiles Academy. Trustees had received the report in advance of the meeting (Appendix 21). This report would not be published externally. The EA (External Advisor) reflected that not all senior and middle leaders at the school understood that the School needed to show rapid improvement. They also referred to the lack of experience of staff in terms of their understanding what an outstanding school looks like.

0007(g) Governance

Trustees were updated with the progress made by the AC meetings. This would be discussed in further detail during the AC updates.

Recent Wins since December

Trustees were referred to the finalisation of the Trust Executive Team and Core Team (Appendix 22). **The Vice Chair referred to the organisational chart and queried the reporting lines.** Members of the Core Team reported to both SID/CEO, it was important to know who was accountable and whether the roles and responsibilities permeated down to the respective Schools. The CEO advised that the HR Director would review this in further detail and report back to the Trust Board.

0007(h) **ACTION:** That the reporting lines, roles and responsibilities of the Core Team be defined

The Vice Chair also advised that a proposal would be defined based on the IT review and this would be shared at the next Trust Board meeting.

FEEDBACK FROM ACADEMY COUNCILS

The Oaklands and Yarnfield Primary Academy Council

AA advised that he had confidence in the Oaklands Principal who had been a positive appointment to the Trust. There was a significant amount of resource being allocated to Yarnfield at present. Trustees were assured that Yarnfield would move at a fast pace to show improvement and AA would visit the school during the spring term to review the progress made. The CEO referred to the lack of community representation on the AC and efforts made by the Trust and the school to recruit parents to the AC. Prospective new councillors, recruited from external sources, would submit a pen portrait which would be shared and endorsed by the AC if appropriate. The Finance Director referred to the membership of a particular staff councillor. The CEO advised that as the Academy Councils had recently merged the membership would be reviewed to ensure that they were constituted appropriately.

The Vice Chair referred to website compliance and advised that it was essential to ensure that it was up to date and compliant. The CEO stated that a member of staff and a councillor were linked to website compliance for each school and this was reviewed on a regular basis. The Trust would have oversight of each school's website as part of the IT review.

- 0008(a) **RESOLVED:** That the minutes from The Oaklands and Yarnfield Primary Academy Council be adopted (Appendix 23)

The Cockshut Hill and Lyndon Academy Council

RB advised that there had been issues with the distribution of calling papers at the previous meeting, this had now been rectified. The Principal of Cockshut Hill was asked for three challenges and three things that had gone well. This proved to be a useful exercise. A councillor had visited the school and raised some issues, however they were unsure who these queries should be directed to.

RB had also met with the Principal from Lyndon who had referred to the income level as one of the key challenges faced by the school. The Principal had advised that the school was forced to enrol additional students into year groups that were not full, whereas other schools had been able to place a cap on year group numbers. The suggestion about capping numbers at Lyndon in Years 10 and 11 was under discussion.

- 0008(b) **RESOLVED:** That the minutes from The Cockshut Hill and Lyndon Academy Council be adopted (Appendix 24)

The Erdington Hall and Pegasus Academy Council

DW advised that both schools had staffing issues and the new teams needed additional support. Websites were not fully compliant, for example the PPG strategy needs to be completed and uploaded. Councillors also suggested that there needed to be stronger links to the Trust website. The Code of Conduct had not been signed by councillors and were outstanding. It was important to define the role of a student advocate.

- 0008(c) **RESOLVED:** That the minutes from The Erdington Hall and Pegasus Academy Council be adopted (Appendix 25)

The Ninestiles and Sixth Form College Academy Council

VD advised that the meeting had been positive and referred to the presentation that had been delivered by the CEO and Ms J Hamilton, VP at the 6th Form College Solihull. This had been very well received by Councillors. The College were aware that an OfSTED inspection was pending at this point and ensured that they were prepared. The college mathematics leader and Assistant Principal presented their action plans and tracker and explained that more data would be readily available to review at future meetings.

Feedback from OfSTED had suggested that the College leaders were not making effective use of data to track progress, evaluate the data and implement appropriate interventions. The CEO advised that part of the action plan included improving the system of assessment, data collection and analysis of progress, and interventions. A Councillor from the Academy

Council had been selected to represent the AC and would join the Finance & Resource Committee. Another Councillor had also agreed to monitor the website. VD also suggested that there was limited synergy between the sixth form and Ninestiles. The CEO stated that the SID would focus on adopting an approach to ensure that there were strong links between the two. MLB commented that by combining schools into a AC the ethos and vision of the Trust could be shared.

0008(c) **RESOLVED:** That the minutes from The Ninestiles and Sixth Form Academy Council be adopted (Appendix 26)

0009 **REPORT BACK FROM COMMITTEES**

This item would be deferred to the next meeting as the Committees had not met since the last meeting.

POLICY RENEWALS/ UPDATES

Trustees received the following policies prior to the meeting.

- Staff Absence Policy (Appendix 27)
- Complaints Policy (Appendix 28)
- Health and Safety Policy (Appendix 29)

The ESFA had written to the Trust and stated that the Complaints Policy was not compliant. The CEO advised that this had been reviewed by three independent parties and had been sent to each Academy for consultation. The Health and Safety Policy had minor changes which had been ratified by the Health and Safety Council. **Trustees recommended that a Link Trustee be assigned for Health and Safety.** This would be reviewed by the Finance and Resources Committee.

Trustees requested that any changes to policies be highlighted on documents before being presented to the Trust Board.

0010 **RESOLVED:** i) That the Staff Absence Policy, Complaints Policy and Health and Safety Policy be approved.

ii) That any amendments to be policies be highlighted.

DETERMINATION OF CONFIDENTIAL ITEMS

0011 **RESOLVED:** That agenda items 0007(a) Sixth Form College and 0007(b) Yarnfield Primary Academy be noted as confidential minutes

ANY OTHER BUSINESS

The Chair requested that any future items of any other Business be emailed to the Chair and the Clerk 24 hours in advance of the meeting.

GDPR (General Data Protection Regulations) (Any Other Business)

MLB queried what processes were in place in preparation for GDPR. The Vice Chair agreed that this work was essential and the respective changes to processes, systems and training had begun. Trustees were advised that it was ultimately the Trust Board that was responsible for any breaches therefore training would be provided in due course.

0012(a) **ACTION:** GDPR Training to be scheduled

Pupil Premium Grant (Any Other Business)

AA requested that PPG (Pupil Premium Grant) be included as an agenda item for the next Trust Board meeting as he was the PPGP lead for all schools. It was recommended that that Trust had PPG review based on feedback from the DfE website. AA had visited two schools to date and planned to visit the remaining six schools before the end of the academic year. There were no significant issues to be raised at present.

Trustees were advised that it was essential to review how PPG funding was spent and what impact it made across the Trust. Each school should be held accountable and measurable. The Chair suggested that specific issues related to each school should be reviewed by each Academy Council. The CEO advised that each school had a PPG leader and the Trust would create a charter including guidance for each of the leads. Disadvantaged pupils continued to be a key focus for the Trust and it was agreed that a Trust wide PPG review would be beneficial.

NC requested that as this aspect was reviewed by AC, the Trust Board should be advised of and review any exceptions. It was important to adopt an aggregated approach. The Chair suggested that this could be an agenda item twice a year for the Trust Board to review. However, ACs do not have delegated authority to monitor financial issues for each school, so this aspect must be considered by the Board.

The Primary SID advised that the data for the progress of disadvantaged pupils was available. Schools will be directed towards an annual review cycle to ensure that effective intervention is in place.

0012(b) **RESOLVED:** That a Trust wide PPG Review be commissioned next year.

FFT (Fischer Family Trust) Training (Any Other Business)

A Trustee queried when FFT training was provided and when would this be reviewed by each school. LC advised that training was given on a termly basis. Appropriate targets are set based on FFT predictions. Primary tracking systems are moving to OTrack which is an online pupil tracking system. This will measure and compare live data to targets, OTrack training would be delivered to each AC.

0012(c) **RESOLVED:** That LACs would receive OTrack Training in the Autumn term

0012(d) City Serve (Any Other Business)

The Estates Director advised that there was a potential risk for two schools within the Trust that needed to be considered. City Serve were withdrawing the cleaning contract. The Trust had two options. The first would be to TUPE the staff across and the second option would be employ the staff in house. The key risk was that the staff would have outstanding equal pay claims. Legal advice has suggested that the Trust could have indemnity in house. This had not been agreed as yet because the Trust had to ascertain this indemnity from BCC. This would be managed via the Finance and Resources Committee and reported back to the Trust via the Committee update.

0012(e) Staff Health Insurance (Any Other Business)

The Finance Director referred Trustees to a report for consideration regarding Private Health Insurance (Appendix 30). The paper recommended that private health insurance be made available to the Senior Leadership Team and key staff. The Sixth Form College already had private health cover for its Principal and Vice Principals. It was anticipated that if Trustees felt it appropriate, this would apply to fifty members of staff in total. **RB stated that health insurance should be applicable to staff that could have a financial and detrimental impact on the business if absent, and suggested that other staff could be allowed a discounted service.** The CEO advised that based on her own personal experience the insurance company would also consider the impact of the staff member's absence on the business. Medical insurance could also be used for preventative issues. LC commented that health insurance could be considered as part of the well-being of staff. Trustees agreed that they would await recommendations via the Finance and Resources Committee.

REVIEW OF THE MEETING

0013 **ACTION:** That the Clerk would provide a summary of the feedback prior to the next meeting.

0014 **DATE OF NEXT MEETING**

Trustees confirmed that the date of the next meeting to be held on Tuesday 8 May 2018 at 5.30 pm

Signed:



(Chair of the Trust Board)

Date:



