

**MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF
NINESTILES ACADEMY TRUST
HELD AT NINESTILES ACADEMY AT 5.30 PM ON TUESDAY 8 MAY 2018**

PRESENT:

Mrs C Anwar	CEO	- Chief Executive Officer
Mr A Azam	AA	- Trustee
Mr R Beamish	RB	- Trustee
Mr J Bridges	JB	- Trustee
Mr N Clements	NC	- Trustee
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
Mrs S Unarkat	SU	- Trustee

IN ATTENDANCE:

Mrs U Devi	UD	- Primary School Improvement Director
Mr G Ferrante	GF	- Secondary and Sixth Form School Improvement Director
Mr D Hutt	DF	- Member
Miss R Patel	RP	- Clerk
Mr S Ralph	SR	- Finance Director
Mr S Smith	SS	- Estates Director

APOLOGIES:

Mrs K Crowston	KC	- Vice Chair of Trust Board and Member
Mr D Werry	DW	

Ref	Resolution
0017(a)	<u>Ninestiles Plus</u> That Ninestiles Plus be closed
0018	<u>Minutes of the Previous Meeting</u> That the minutes of the previous meeting, held on Tuesday 6 February 2018 be approved as correct record.
0020(b)	<u>Finance and Resources Committee</u> That the dashboard be presented at every Trust Board meeting
0023	<u>CEO's Report</u> i) That the changes to the Scheme of Delegation be approved ii) That the CEO's report be adopted
0024	<u>Future Local Governance</u> i) That the Local Governance structure be approved. ii) That FDS, JB and RB form a working group
0026	<u>Policies</u> That the Probation Policy, Sickness Absence Policy, Behaviour Principles statement,

	Complaints Policy and Asbestos Management Policy be approved
0027	<u>Risk Assessment Update</u> That the Risk Assessment update be delegated to the Audit and Risk Committee.
0028	<u>Budget Plan 2018/19</u> That approval of the 2018/19 Budget Plan be delegated to the Finance and Resources Committee.
0031	<u>Trust Management Charge</u> That the increase in the Trust Management Charge be approved

Ref	Action	Owner	Review Date
0019(b)	<u>Matters Arising, Trust Values and Visions (Minute No. 0005(a))</u> i) The Clerk will confirm who can approve the change of name of the Trust	Clerk	ASAP
0019(b)	<u>Matters Arising, Trust Values and Visions (Minute No. 0005(a))</u> ii) That the CEO would present provisional ideas for renaming the Trust	CEO	Next meeting
0020(a)	<u>Finance and Resources Committee</u> The Clerk will upload all confidential minutes to GovernorHub	Clerk	ASAP
0020(a)	<u>Finance and Resources Committee</u> That primary schools would be presented on a separate graph	Finance Director	Next meeting

Agenda items for the next meeting	Owner	Review Date
CEO Report	CEO	Next meeting
Rebranding - new name for the Trust	CEO	Next meeting
Academy Council Updates	Chairs of AC	Next meeting
Committee Updates; Finance and Resource Committee to include the finance dashboard; Audit and Risk Committee	Chairs/ Vice Chairs of Committees	Next meeting
Trustee Strategic Involvement	Trustees	Next meeting
Membership of the Trust Board Update	Chair/ Clerk	Next meeting
Self-Review of the Trust Board	Chair/ Clerk	Next meeting
Process for the appointment of Chair and Vice Chair	Clerk	Next meeting

0015 **WELCOME AND APOLOGIES**

Everyone was welcomed to the meeting the new Primary SID was introduced. Apologies had been received from Mrs K Crowston and Mr D Werry and had been accepted.

0016 **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.

ANY OTHER BUSINESS

Governors considered items of Any Other Business and agreed that the following be discussed at the appropriate time during the immediately:

- Ninestiles Plus Closure
- GDPR

Ninestiles Plus

The Finance Director explained that Ninestiles Plus was a subsidiary company for the Trust and had remained dormant for three years; the Trust had to continue filing management accounts on an annual basis. It was recommended that Ninestiles Plus be closed.

0017(a) **RESOLVED:** That Ninestiles Plus be closed.

0017(b) GDPR Update

It was reported that the Trust was in the process of data mapping and had appointed a Data Protection Officer (DPO) who would report to Trustees. The DPO will attend the next Finance and Resource Committee meeting on 12 June 2018.

Trustees had been provided with provisional GDPR training dates on the 23 May 2018 or 5 June 2018. The Estates Director would coordinate the sessions.

Trustees received a copy of DfE guidance; Data Protection a Toolkit for Schools (Appendix 1). This document is for Trustees to familiarise themselves with the guidelines of the GDPR; however, the training will cover the information in the document. Regular meetings are being held with the DPO. The Vice Chair is involved with the project group and monitors the progress of the roll out. The original timeline was to complete the project by the end of April however this date had slipped and Trustees were assured that the Trust would be compliant before the 25 May 2018.

NC thanked the Estates Director for the weekly updates and reporting these to the Finance and Resources Committee. However, every milestone to date had slipped and was asked what assurance Trustees could be provided to ensure that the final date would be met. The Estates Director explained that delays were a result of data collection, Trustees were assured that the final date would be met.

The CEO advised that many MATs and Schools were behind in the preparation for GDPR therefore the Trust were in a strong position. The Estates Director was thanked for all of his hard work and support throughout this process.

MINUTES OF THE PREVIOUS MEETING

- 0018 **RESOLVED:** That the minutes of the previous meeting, held on Tuesday 6 February 2018 be approved as correct record.

MATTERS ARISING FROM THE MINUTES

- 0019(a) Core Team Reporting Lines (Minute No. 0007(h))

Trustees had received a revised copy of an organisational chart which had been populated with names and reporting lines (Appendix 2).

- 0019(b) Matters Arising, Trust Values and Visions (Minute No. 0005(a))

The CEO advised that roadshows have almost all been completed across each of the schools.

[MRS UNARKAT AND MRS DENNIS-STEPHENS JOINED THE MEETING]

The CEO had met with a UK leader in branding and he had shared a presentation that included suggestions of how to rebrand, and, in particular, rename the Trust.

Trustees were asked if they would still like to pursue this and what timescales they anticipated. It was explained that one option would be to consider a new name with consultation from the ground upwards which could be a lengthy process with a multitude of suggestions. The second option is to begin the process with the Trust Board and then roll it out to the schools.

DH queried who could approve the change in name of the Trust, either Members or Trustees. The Clerk would confirm who will be able to approve these changes. The CEO considered that it is important to celebrate the differences and diversity in the schools across the Trust.

RB stated that there is an issue with the name of the Trust being directly associated with Ninestiles Academy. As an example, if another schools fell into a category then it may affect the reputation of Ninestiles, An Academy – and vice versa.

Trustees confirmed that they would endorse the rebranding of the Trust. The Chair noted that this is an operational matter and requested that the Trust Board be presented with ideas from the Executive team.

- ACTION:**
- i) The Clerk will confirm who can approved the branding
 - ii) That the CEO would present provisional ideas for rebranding the Trust

- 0019(c) CEO Report: Core Offer (Minute No. 0007)

The CEO explained that this matter had been discussed at previous meetings. Trustees were referred to the draft Core Offer (Appendix 3). This detailed what support was offered by the Executive Team to all schools. This paper would be referred to the Principals for

feedback. It was confirmed that the Vice Chair of the Trust Board continued to attend these meetings.

NC queried whether schools will have HR officer's onsite and how value for money will be measured. The CEO explained that there will be some support on site and these members of staff would be trained by the HR Director. Each member of the Executive team is tasked with strategic and operational aims, which includes deploying some staff into the schools. This is monitored closely and feedback is received directly from the Principals.

0019(d) Recent wins since December - IT Review Update (Minute No. 0007(h))

The Secondary SID explained that a review had been completed last year and eight key actions had been identified. These had been reviewed in detail and aligned to both short, medium and long term goals. Each work group had representatives from the Trust Board.

There were two key projects at present, both would be delivered by September 2018. One was the MIS and the second was the finance system.

The ICT Strategy group had met with five suppliers to date. The work group would ensure that any potential supplier would be fit for purpose and efficient.

The Finance Director considered, as part of the review of the finance system, the Trust will remain with the current supplier, however they will be reviewing the current packages to identify any efficiencies.

MINUTES AND UPDATE FROM COMMITTEE MEETINGS

Finance and Resources Committee

Trustees received the draft minutes of the Finance and Resources Committee meeting that was held on Monday 12 March 2018 (Appendix 4).

It was agreed that the Clerk would upload all confidential minutes to GovernorHub.

Trustees were given a copy of a dashboard that provided an overview of finances (Appendix 5). NC explained that the Finance and Resources Committee reviews this dashboard at every meeting and it was recommended that this was shared with Trustees at every meeting. MLB recommended that the primary schools were presented on a separate graph.

- 0020(a) **ACTION:**
- i) The Clerk will upload all confidential minutes to GovernorHub;
 - ii) That primary schools would be presented on a separate graph.

- 0020(b) **RESOLVED:** That the dashboard be presented at every Trust Board meeting.

UPDATES FROM ACADEMY COUNCIL MEETINGS

Trustees received an outcomes paper that detailed key actions and resolutions from each AC meeting (Appendix 6).

0021(a) Ninestiles and Sixth Form Academy Council – Monday 16 April 2018

VD, Chair of AC, advised that it had been a good meeting although there was a concern regarding Councillors' attendance. Councillors had suggested that there was too much detail being presented at the AC meetings which may deter Councillors from attending the meetings.

A confidential discussion was held at this point, see Confidential Appendix A.

0021(b) Erdington and Pegasus Academy Council – Tuesday 17 April 2018

In the absence of the AC Chair, the Primary SID updated Trustees. It was noted that the Headteachers from Oaklands and Yarnfield were also present in order to share their expertise.

At Erdington, a gap in the performance of PP (Pupil Premium) and non PP pupils has been identified; focus groups and interventions are in place which is supported by the PP Strategy. Venn diagrams continue to be used in order to improve the combined standards at the school; maths continues to be an ongoing focus. Behaviour management has improved at the school; there has been a decrease in the number of exclusions which is supported further by reducing the exclusion boundaries.

The Principal asserted that 50% of teaching and learning at Pegasus had shown an improvement, the assessment and pupil progress tracking is in place and is used effectively. Key areas of improvement have been identified as; developing middle leaders, maths skills and engagement with the curriculum. These are all being addressed and actions are in place to show improvement. The Principal asserted that reading has improved across the school and Y2 are on track to exceed the FFT targets.

0021(c) Cockshut Hill and Lyndon Academy Council – Wednesday 18 April 2018

RB advised that there was a 50% attendance at the meeting and noted that there was far too much detail presented to Councillors. The Principals were asked to identify three strengths and three challenges for their respective schools.

The Chair asked if Lyndon were prepared for their OfSTED inspection. RB explained that the leadership team had been strengthened and that the foundations were in place for rapid improvement, however the outcomes and examination results may not support this.

The CEO advised that an internal review had been completed last week, and although the outcome of the inspection may not be 'Good' now, it would be by the end of the year.

0021(d) Oaklands and Yarnfield Academy Council – Thursday 19 April 2018

AA reported that the Clerk arrived late to the meeting and the papers had been poorly presented.

The staff at Oaklands have responded positively to a new tracking system which aided the assessment of staff. Pupil progress meetings have taken place and teachers were asked to identify gaps in learning and address how these can be improved. Councillors reviewed the

performance of each year group and the interventions that were in place. Attendance, Safeguarding and PP were also discussed.

Yarnfield have also introduced a new monitoring system to enable senior leaders to develop quality teaching. Any issues surrounding staffing were discussed and are monitored closely. A comprehensive system to track the performance of pupils; pupil progress have also been completed and targeted interventions are in place. The number of exclusions have reduced and councillors discussed the possibility of changing the red card system. RAP (Rapid Improvement Plans) have identified Safeguarding as a key priority and the school are considering increasing the number of DSL's at the school.

FDS expressed an interest in working with the ACs.

0022 MEMBERSHIP OF THE TRUST BOARD

The Clerk reported that there were no attendance issues. It was reported that Mr D Werry had resigned as a Trustee; therefore there were two vacancies. It was agreed that Trustees would consider any colleagues that may wish to join the Trust Board.

CEO'S REPORT

Trustees had received a copy of the CEO's Report (Appendix 7); HR Impact Report (Appendix 8); Yarnfield five blocker update (Appendix 9); Sixth Form Trust Support Plan (Appendix 10); The Sixth Form College Solihull OfSTED report (Appendix 11); Maths impact report Spring 2018 (Appendix 12); Sixth Form Progress and Progression Y13 – Ninestiles (Appendix 13); Teaching and Learning Review (Appendix 14); Trust Improvement Plan (Appendix 15). The key points were noted below.

A confidential discussion was held at this point, see Confidential Appendix A.

At Pegasus, the Principal has resigned and the Trust has put in place a temporary solution until the next inspection. The current VP will act as Interim Head of School; the current Trust Principal will act as Interim Executive Head. This will provide sustainability and should have a positive impact on the standards at the School.

Trustees were advised that there has been a change in the reporting format for the primary data and the presentation of the secondary data is also being reviewed.

The Primary SID referred Trustees to the Achievement Headlines for Primary report (Appendix 16). This report captures the headline data and more detailed data that will identify the key interventions and performance for each school. This will be shared with each AC for their respective schools. Trustees then reviewed the data in further detail and were advised that the target setting will become more accurate as schools become more familiar with the process. Teacher assessments and testing will help with setting targets. The Primary SID explained that this data will be used for pupil progress meetings.

Trustees confirmed that they were very happy with the presentation of the report and it is very helpful to be able to see how the primary schools compared with each other. It was also noted that this format of reporting would allow any successful strategies and actions to be identified and the transferred across to other schools.

The Secondary SID confirmed that a similar format will be adopted for the presentation of the secondary school data, in order to identify the key areas of focus. Trustees were referred to the Curriculum Statement (Appendix 17) and reviewed the timeline of events. The curriculum is written by middle leaders and their teams. The targets are set from KS2 statistics using FFT targets 20 and 5 depending on the context of the schools.

Geography is an issue and it will be addressed by adopting a strategic approach so that there is less intervention required in Y11 and that any issues are addressed proactively. AA noted that Lyndon had experienced issues with Geography three years ago and that the improvement had been led by the Geography lead.

DH queried if there had been any improvement in Y11 maths. The Secondary SID explained that there has been improvement at Lyndon however the progress at Ninestiles is slower because of staffing changes in the maths department. The CEO added that the legacy of maths teaching at the schools continued to have an impact on Y11 maths. The recruitment of maths teachers continues to be a national issue. DH noted that once the priorities had been identified, teaching support should be brought in to support the students. CA reflected the cost of additional staff when budgets are very tight, and mathematics expertise is very hard to source.

RB queried whether the targets are robust and challenging. The Secondary SID explained that the targets are challenging and are set using FFT. Targets are able to be increased but not decreased. The Secondary SID had questioned students and confirmed that they understood the targets and how they will be achieved. The CEO stated that she challenged each of the school leaders to identify key areas of improvement and the actions to remedy them.

The Chair asked if there was an issue with the recruitment of teaching staff in core subjects. The CEO explained that this was a national issue and the Trust were considering recruiting teachers from Canada as an alternative.

Trustees reviewed the draft Scheme of Delegation (Appendix 18). The key changes were centred on the recommendation of the revised governance structure with the introduction of the Personnel Committee. It was recommended that members of the Pay Committee would also be members of the Personnel Committee.

- 0023 **RESOLVED:** i) That the changes to the Scheme of Delegation be approved;
- ii) That the CEO's report is adopted.

FUTURE LOCAL GOVERNANCE

Trustees had received a proposal outlining a future governance structure (Appendix 19). It was recommended that each school has a LGB; they would not have the same delegated functions as maintained schools however there would be some additional responsibilities that will be allocated in order to provide some autonomy.

The CEO explained that this had been shared with the AC Chairs and a detailed plan has been developed in order to roll out the revised structure at the next AC meetings in the summer term. The Chair stated that it would be preferable to appoint a Chair of each LGB from the Trust Board.

The CEO requested that a working group be formed in order to roll out the revised governance structure.

- 0024 **RESOLVED:** i) That the Local Governance structure be approved;
ii) That FDS, JB and RB form a working group.

SAFEGUARDING STRATEGY

Trustees reviewed the Safeguarding Strategy (Appendix 20) prior to the meeting.

- 0025 **RESOLVED:** That the Safeguarding Strategy be approved.
POLICIES

Trustees received a number of policies prior to the meeting. The CEO confirmed that all policies were based on model policies and good practice. The Probation policy had been sourced by the HR Director and would be referred to staff as part of a consultation process.

- 0026 **RESOLVED:** That the following policies be approved:
- Probation Policy (Appendix 21)
 - Sickness Absence Policy (Appendix 22)
 - Behaviour Principles (Appendix 23)
 - Complaints Policy (Appendix 24)
 - Asbestos Management Policy (Appendix 25)

RISK ASSESSMENT UPDATE

- 0027 **RESOLVED:** That the Risk Assessment update be delegated to the Audit and Risk Committee.

BUDGET PLAN 2018/19

- 0028 **RESOLVED:** That approval of the 2018/19 Budget Plan be delegated to the Finance and Resources Committee.

Trustees were advised that the catering contract at the Sixth Form College would be approved on 10 May 2018 and reported to the Finance and Resources Committee on 12 June 2018.

STRATEGIC TRUSTEE INVOLVEMENT

MLB had visited Yarnfield and met with the Head of School to review data; a meeting will also be completed at Oaklands to meet the Science Lead.

DH confirmed that Members would also report back to the Trust Board when visits to schools had been completed. The Chair has also met with the new Vice Principal of the Sixth Form College and advised that this had been a positive visit.

Trustees and Members were requested to contact the CEO to confirm when they intended to visit any of the schools and to complete and submit a note of visit following the visits.

0030 **CHAIR'S CORRESPONDENCE**

Trustees received a copy of the letter (Appendix 26) that had been sent to BCC regarding the poor advice given to Pegasus in relation to a safeguarding issue.

TRUST MANAGEMENT CHARGE

A Confidential discussion was held at this point, see Confidential Appendix A.

0031 **RESOLVED:** That the increase in the Trust Management Charge be approved.

0032 **DETERMINATION OF CONFIDENTIAL ITEMS**

- Ninestiles Academy Review
- Trust Management charge

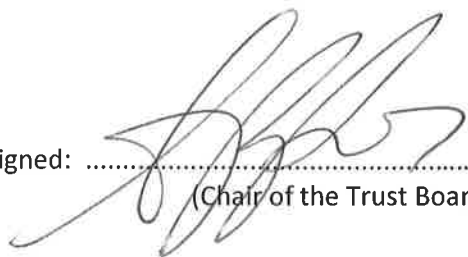
0033 **DATE OF NEXT MEETING**

Trustees confirmed that the next meeting will be held on Tuesday 17 July 2018 at 5.30 pm.

REVIEW OF THE MEETING

0034 **ACTION:** That the Clerk would provide a summary of feedback prior to the next meeting.

Signed:



(Chair of the Trust Board)

Date:

12/7/18