

Ninestiles Academy Trust



**MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES OF
NINESTILES ACADEMY TRUST
HELD AT NINESTILES ACADEMY AT 6.00 PM ON TUESDAY 17 JULY 2018**

PRESENT:

Mrs C Anwar	CEO	- Chief Executive Officer
Mr A Azam	AA	- 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 Breuille	MLB	- Trustee
Mr A Price	AP	- Chair of Trust Board and Member
Mrs S Unarkat	SU	- Trustee
Mr D Werry	DW	- Trustee

IN ATTENDANCE:

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

CONSENT TO ABSENCE:

Mr R Beamish

NO CONSENT TO ABSENCE:

Mr J Bridges

Ref	Resolution
0038	<u>Minutes of the previous meeting</u> That the minutes of the previous meeting, held on Tuesday 8 May 2018 be approved as correct record.
0041	<u>Budget Plan 2018- 19</u> That the Budget Plan 2018- 19 be approved.
0044	<u>CEO'S Report</u> That the CEO's report be adopted.
0046	<u>Policies</u> That the following policies' be approved; SEND Policy; Accessibility Policy; Flexible Working Policy; GDPR Policy.
0048	<u>Process for the election of Chair and Vice-Chair</u> That nominations be received and considered at the first meeting of the Trust Board to be held in the academic year 2018-19
0050(a)	<u>Committee membership and terms of reference</u> i) That the Governance Document 2018 -19 be approved; ii) That the Governance Handbook 2018- 19 be approved. iii) That SU and KC would join the Personnel Committee.

Ref	Action	Owner	Review Date
0050(b)	Committee membership and terms of reference That Trustees would write to the Clerk by the end of the month with confirmation of which committees they would like to join.	Trustees	End of July 2018

Agenda items for the next meeting	Owner	Review Date
CEO Report- including safeguarding update, SEND update, Strategic overview	CEO	Next meeting
Primary SID and Secondary SID reports	Primary SID/ Secondary SID	Next meeting
Finance update - Management Accounts	Finance Director	Next meeting
Election of Chair and Vice Chair of the Trust	Clerk/ Chair	Next meeting
Membership of Trust Board and LGB's	Clerk	Next meeting
Policies – Approval	CEO	Next meeting

0035 **WELCOME AND APOLOGIES**

Everyone was welcomed to the meeting, Mr R Beamish had sent his apologies prior to the meeting; no apologies had been received from Mr Bridges.

0036 **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.

0037 **ANY OTHER BUSINESS**

There were no items of Any Other Business.

[MR WERRY JOINED THE MEETING]

MINUTES OF THE PREVIOUS MEETING

- 0038 **RESOLVED:** That the minutes of the previous meeting, held on Tuesday 8 May 2018 be approved as correct record.

MATTERS ARISING FROM THE MINUTES

- 0039(a) Safeguarding BCC Letter (Minute No. 0030)

Trustees were advised that the CEO has not received any correspondence from the LA to confirm that the letter had been received and any further actions taken. The complaint has been sent to the Safeguarding Lead; it was agreed that this matter should be escalated and the letter should be forwarded to the Lead Member for Education. Trustees will be updated at the next meeting.

MINUTES AND UPDATE FROM COMMITTEE MEETINGS

- 0040(a) Finance and Resources Committee

Trustees had received the minutes prior to the meeting. No further questions were noted. The Estates Director advised that the approval of the cleaning contract will be presented at the next meeting for approval.

- 0040(b) Audit and Risk Committee

AA explained that he had been Chair for this meeting, it was noted that this Committee is in its infancy and is paramount to the Trust. Trustees are able to determine what is included in the audits. AA recommended that Trustees considered strengthening the membership for this Committee.

The Chair queried if the Procurement Group will be reviewed by this Committee. The Finance Director explained that the Finance and Resources Committee will review the monetary savings and that the Audit and Risk Committee will have oversight of the whole process.

BUDGET PLAN 2018- 19

A confidential discussion was held at this point. See Confidential Appendix A.

[MRS UNARKAT JOINED THE MEETING]

- 0041 **RESOLVED:** That the Budget Plan 2018- 19 be approved.

UPDATES FROM ACADEMY COUNCIL MEETINGS

Trustees received an outcomes paper that detailed key actions and resolutions from each AC meeting (Appendix 1).

0042(a) Ninestiles and Sixth Form Academy Council

VD advised that the meeting had been positive and both external reviews for Ninestiles and Sixth Form had been discussed in detail. It is anticipated that the changes to the local governance structures will be positive and it will allow Governors more clarity in holding the leadership to account and reviewing the progress made for both Ninestiles Academy and the Sixth Form.

The CEO advised that it is anticipated that Ninestiles Academy would have a dip in their results in comparison to the previous year; however there will be an improvement in the results for the Sixth Form. Trustees were assured that Ninestiles Academy have robust plans in place for September to improve results.

0042(b) Erdington and Pegasus Academy Council

DW thanked the Primary SID for the quality review reports and it was noted that these reports allowed Councillors to have the rigour and challenge that is required.

Trustees were advised that there is a staffing restructure at Erdington and the number of TA's will be reduced; this information has been shared within the local community which could create some uncertainty with parents.

0042(c) Cockshut Hill and Lyndon Academy Council

The Secondary SID advised that the Academy Council meeting did not take place; however the Secondary SID, CEO, RB and Principals from both Schools had met on 16 July 18 and discussed the key challenges and plans in place to mitigate them. It was reported that the meeting was very positive.

The CEO advised that the leadership at Lyndon had been strengthened and the school is out of special measures.

0042(d) Oaklands and Yarnfield Academy Council

AA thanked UD for the revised reporting structure. The OfSTED inspection at Yarnfield had been positive and the school is now out of special measures. Councillors thanked colleagues for their hard work and commitment. The rate of progress at both schools is much improved and there is a positive momentum resulting in clear improvement.

Trustees were advised that there was limited engagement from parent governors and it is anticipated that the schools will need to recruit three new parent governors for the next academic year. Overall it was noted that both schools were secure and working towards positive outcomes.

0043 MEMBERSHIP OF THE TRUST BOARD

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

The CEO advised that Governors from every LGB had been invited to and introduced to the revised local governance arrangements at the Trust. This had been a positive session. A safeguarding training session has also been scheduled for Governors. It is considered that there is a strong skill set within the LGB's, which includes three primary Headteachers that will be Chairs for their respective LGB's. Each Principal has been given a level of autonomy and will be provided with on ongoing support whilst working closely with their Chair's and LGB's.

VD queried what strategy was in place to recruit new Governors. Trustees are assured that all Governors that had been appointed had been endorsed by a colleague; had strong skills and are committed to their roles. Governors have been advised that it will be beneficial for them to complete school visits and to have an interactive role.

The Chair asked how Trust Board would be updated with the progress made by each LGB. The CEO explained that the SIDs will be direct conduits between the LGB's and Trust Board and will share feedback.

The CEO confirmed that the external clerking service will collate attendance at meetings and this will be reported at each meeting.

AA queried the frequency of DBS checks; the CEO confirmed that they need to be completed every three years for Trustees and Governors.

The Secondary SID advised that Governor visits to schools will be more strategic and Link Governors will be encouraged to liaise with the school and complete termly visits if possible; this will be captured by a visitors report.

CEO'S REPORT

Trustees had received a copy of the CEO's Report which included; Strategic Overview (Appendix 2); Letter BCC PAN (Appendix 3); Trust SEND Report (Appendix 4); Safeguarding Update (Appendix 5); Trust Improvement and Action Plan (Appendix 6); Ninestiles Scheme of Delegation (Appendix 7); Confidential Items for Information only: External Reviews – Lyndon, Cockshut Hill and Sixth Form College (Confidential Appendix D); Lyndon OfSTED Report (Confidential Appendix E); Yarnfield OfSTED Report (Confidential Appendix F).

NAT Standards Improvement Model

The CEO delivered a presentation outlining the key priorities for the Trust. This has been shared with the Principals; all research is evidenced and quality assured. This is considered a philosophy that the Trust will use to drive improvement from both directions.

Trustees were advised that succession planning and CPD were essential to retention; by introducing effective layering in the leadership team's it allows the SID's to be more strategic in their roles.

DH queried what the process is to collate KPI's. The CEO explained that the data is received according to the assessment calendar, and analysed by school. This analysis is reviewed by the SIDs and Principals in order to develop appropriate action plans.

DH asked how the Trust have identified these KPIs for each school. The CEO advised that although the same information is collated from each school, the relevant and key issues are identified and bespoke plans are implemented to create action plans. The number of KPIs vary for each school and can be fluid dependent on when any pertinent issues are resolved. Trustees were advised that a strategic plan would be shared in September and will capture these findings.

Colleagues had run a Leadership conference on 16 June 2018, where they reviewed the leadership principles at the Trust. **The Vice Chair also stated that it was a very positive day and had encouraging outcomes.**

The CEO noted that a staff survey had been completed; this had a 50% response rate with the majority of responses from Ninestiles Academy. Some of the responses were neutral therefore this will be completed again with the aim of achieving an 80% response rate; neutral answers will be limited in order to capture the real opinion of staff. It is agreed that this data will be the baseline and is essential to capturing the wellbeing of staff.

The Chair queried whether the Trust would continue with external reviews. The CEO advised that Ninestiles Academy and the Sixth Form will continue to have external reviews and the primary school reviews will be managed in house.

NC asked how the Executive Team continued to maintain their CPD. The Primary SID advised that she is an OfSTED inspector and completes one inspection per term. As part of this role she receives mandatory training and assessment.

VD queried what communication links were in situ to liaise with parents. The CEO advised that she writes to parents with Trust updates however each school has the autonomy to engage with parents.

The Chair considered that the letter that the CEO had sent to BCC regarding the PAN at Erdington has not been acknowledged; therefore the CEO was asked to escalate this matter.

NC requested that Trustees are provided with Safeguarding data in order to monitor any trends; such as the number of mental health issues. This will support the Trustees when identifying additional resources that may be required. The Primary SID advised that this was monitored in the primary schools using CPOMS.

0044 **RESOLVED:** That the CEO's report be adopted.

SCHOOL IMPROVEMENT STRATEGY

0045(a) **Primary School Reports**

Trustees were referred to the SID Primary Report (Appendix 10). The report captured the aggregated primary school headlines for KS1 and KS2, followed by a summary of each school. The report RAG rated the key areas and identified the strengths and development areas which will be monitored at every meeting with the leadership teams.

DH asked what plans were in place to support Erdington. The Primary SID advised that there are numerous interventions in place which are detailed in the report that will support the improvement at the School.

Trustees were referred to page 2 which provided a summary of the overall priorities; boys' attainment, pupil premium pupils, attainment in writing. The impact of the improved strategies may not be evidenced for another year.

SU queried whether pupils participated in whole class reading and effective maths. The Primary SID advised that staff are trained on delivering various methods of teaching in class which is most appropriate to the cohort. **DH considered that the school improvement is following a forwards trajectory and although it may have plateaued it is encouraging that they continue to work towards the improvement strategies.**

VD asked which strategies have shown evidence of improvement. The Primary SID advised that the engagement and teaching of maths, quality of texts and talk for writing had shown improvement.

The CEO considered that the schools with the greatest uplift were those where the staff and leadership teams had engaged more with the Trust; it is important to recognise and praise the staff whenever possible to ensure that they feel valued and that they are making a positive impact.

The Primary SID advised that she worked closely with some classroom staff on policy development and found that overall they are more engaged. She also emailed staff directly to congratulate them when appropriate.

Trustees noted that it was not always possible to congratulate staff financially however it was important to continue to recognise and praise their achievements where possible.

0045(b) Secondary School and Sixth Form

The Secondary SID advised that Lyndon are closer to achieving better outcomes in comparison to last year and meeting national averages. It is anticipated that Lyndon will have a positive set of results.

Cockshut Hill may not achieve the national averages however the data indicates that there will be improvements in a number of the headline figures.

Ninestiles Academy is the most difficult to predict as all subjects will now be graded from one to nine, it has been difficult for the school leadership teams to provide accurate projections. The School have also had instability in staff and inexperienced leaders; which has meant that the predications are not as secure as expected. The CEO assured Trustees that the appropriate support was now in place at Ninestiles Academy.

Trustees were referred to page 6 of the Secondary and Sixth Form SID Report (Appendix 11). The Y10 predictions were compared to the previous Y10. It is noted that there are lots of green shoots. Ninestiles Academy have more sections in red in comparison to Cockshut Hill and Lyndon.

The Vice Chair queried whether any key classes had been identified as needing specific focus at Ninestiles Academy. Trustees were advised that three members of the Humanities department have left and the School now have an inexperienced team. However they are now fully staffed and have the appropriate support and CPD in place to improve. The CEO advised that she met with the Principal on a weekly basis for additional coaching and support; a leadership partner has been scheduled to work with the Principal with effect from September.

The Chair thanked the Secondary SID for the format and detailed report. Trustees were then referred to the Sixth Form data. This report is based on data from January; the assessment calendar for the Sixth Form has been revised so that the Sixth Form will have six data drops throughout the year from September 2018.

The Y12 data has been compared to the previous Y12. It is anticipated that the results that will be improved by 0.25. The findings from their external review has been scrutinised by the leadership team who have proposed six term action plans and recommendations. The Secondary SID explained that he spends a lot of time at the college in order to monitor and support the leadership team.

The Vice Chair referred to Lyndon as they demonstrate an improving quality of teaching and learning and queried whether this could be shared with the other schools. The Secondary SID advised that are focusing on ensuring that every school has a robust curriculum for Y7, Y8 and Y9 therefore reducing the requirement of interventions in Y10 and Y11.

DH confirmed that the leadership at Ninestiles Academy has stabilised; previously experienced members of the leadership team at Ninestiles Academy have moved to other schools within the Trust.

POLICIES

- 0046 **RESOLVED:** That the following policies be approved;
- SEND Policy (Appendix 12)
 - Accessibility Policy (Appendix 13)
 - Flexible Working Policy (Appendix 14)
 - GDPR Policy (Appendix 15)

0047 **STRATEGIC TRUSTEE INVOLVEMENT**

NAT ICT Presentation (Confidential Appendix G)

The Secondary SID provided an overview of the review of the ICT strategy at the Trust; he expressed his thanks to the Vice Chair and NC for their support throughout this process. The ICT Strategy Group included representatives from the primary schools, secondary schools and the Sixth Form. The review has identified eight recommendations. It is anticipated that a new finance system would be implemented by September 2018; replacement the Trust's MIS system would be embedded by the end of 2018 -19; the Trust be GDPR compliant by 25 May 2018, which has been successfully completed.

The Vice Chair stated that the Trust requirements were key to the ICT strategy and should be considered before considering separate systems. It was noted that the DPO would also join the ICT Strategy Group.

DH queried if there was a contingency in place if the finance system was not ready to be implemented by September 2018. The Finance Director explained that the Trust still has access to the old system for another twelve months should there be any delays. The Sixth Form is scheduled to complete the transition in November 2018.

The Vice Chair thanked the Estates Director for all of his work on GDPR and to ensure that the Trust were compliant. All GDPR training and requirements had also been met.

PROCESS FOR THE ELECTION OF CHAIR AND VICE-CHAIR

Trustees considered the election process for Chair and Vice-Chair of the Trust Board for the academic year 2018-19.

- 0048 **RESOLVED:** That nominations are received and considered at the first meeting of the Governing Board to be held in the academic year 2018-19.

COMMITTEE MEMBERSHIP AND TERMS OF REFERENCE

Trustees have received a copy of the Governance Document 2018 -19 (Appendix 16) which noted the terms of references and membership for the following Committees; Finance and Resources, Audit and Risk, Personnel, Remuneration and LGB's.

The CEO advised that the Scrutiny Committee will be a working group and consist of a representative from the Trust Board, CEO's, SID's and members of the Core Team; a summary of the key outcomes will be shared with the Trust Board.

Trustee's then reviewed the Governance Handbook 2018 -19 (Appendix 17) which has been shared with Governors; this outlined their key roles and responsibilities.

Trustees were asked to consider which Committee they would like to join.

- 0049(a) **RESOLVED:**
- i) That the Governance Document 2018 -19 be approved;
 - ii) That the Governance Handbook 2018- 19 be approved.
 - iii) That SU and KC would join the Personnel Committee.

- 0049(b) **ACTION:** That Trustees would write to the Clerk by the end of the month with confirmation of which committees they would like to join.

[MRS F DENNIS- STEPHENS LEFT THE MEETING]

0050 REBRANDING PRESENTATION

The CEO delivered a presentation which outlined potential options of different names to consider. Trustees are invited to contact the CEO and share their thoughts and feedback regarding the presentation.

It is noted that this matter will be referred to Members to discuss in further detail and shared with Trustees when appropriate.

0051 **DETERMINATION OF CONFIDENTIAL ITEMS**

- Budget Approval

0052 **REVIEW OF THE MEETING**

Feedback forms would be distributed at the beginning of each meeting.

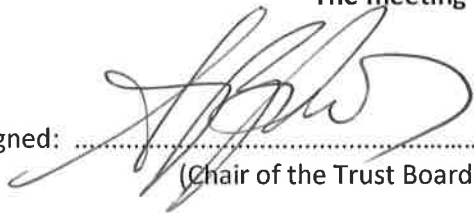
0053 **DATE OF NEXT MEETING**

Trustees confirmed that the date of the next meeting will be held at the Trust Offices on Tuesday 11 September 2018 at 5.30 pm.

Trustees formally thanked Mr Werry for his service and commitment to the Trust as both a Trustee and Chair of the Academy Council and wished him all the best in his future endeavours.

The meeting ended at 8.40pm

Signed:



(Chair of the Trust Board)

Date:

